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L Parks & recreation in  
the Regional Municipality  
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Parks and Recreation in the  
Regional Municipality of  
Hamilton-Wentworth

Prepared for The Hamilton-Wentworth Region  
Review Commission

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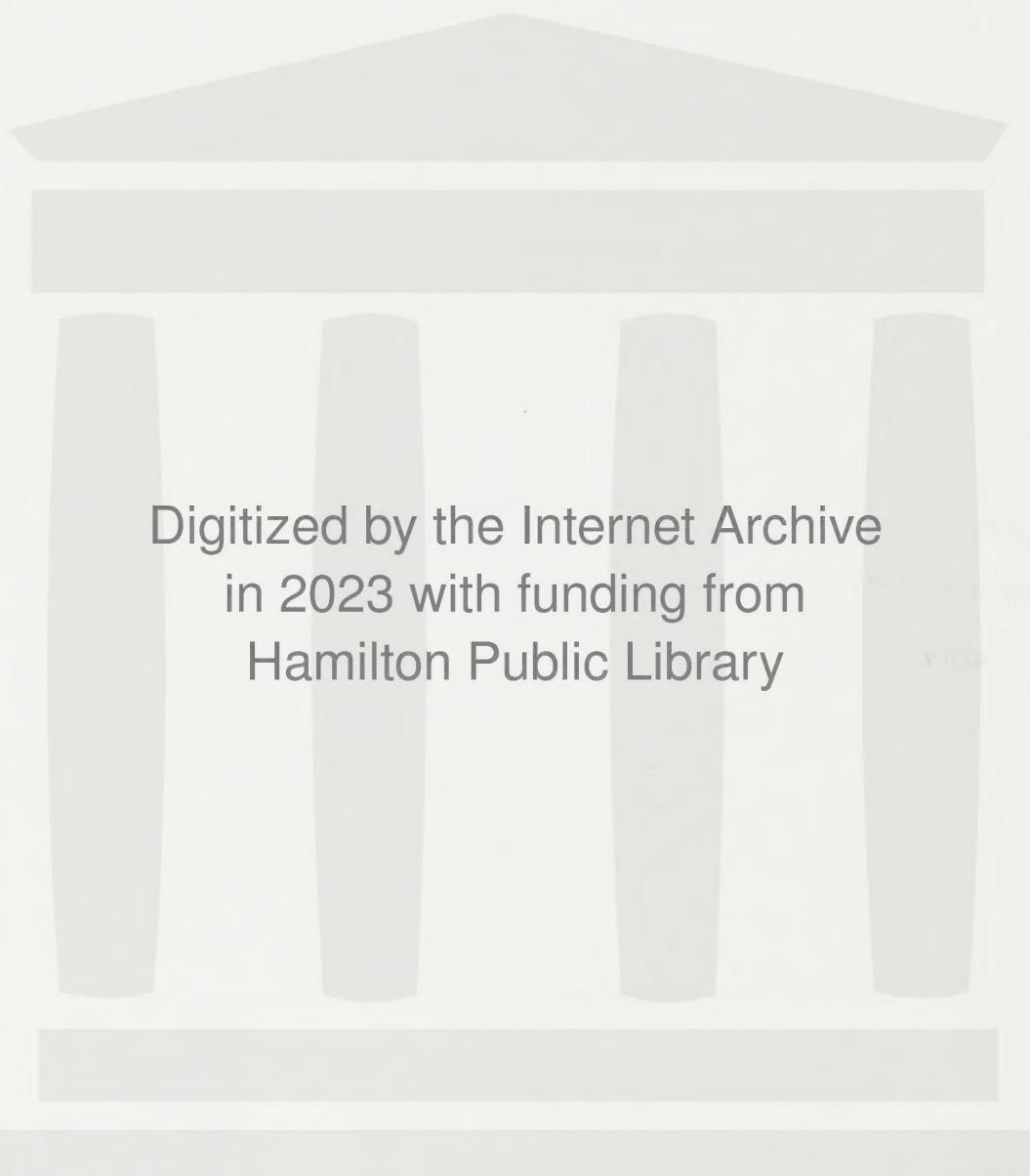
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by Myra Schiff  
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Ecologistics Ltd.

January 1978



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## INTRODUCTION

The purpose of this report is to describe and analyze the provision of parks and recreation services as they may have been affected by the establishment of the Regional Municipality of Hamilton-Wentworth in 1974. As part of the analysis, we have considered the appropriateness of various options for municipal government structure, with special emphasis devoted to the advantages and disadvantages of a one-tier versus two-tier delivery system.

In identifying the agencies to be contacted, the consultants have utilized a broad definition of parks and recreation. We see parks as being essentially land-based physical entities; recreation services are those services which provide opportunities for leisure time activities. In some instances these recreation services are site specific, as in the case of Hamilton Place; in others, such as the library systems, the services transcend the boundaries of place.

Using the above definition of parks and recreation services, the consultants identified those agencies within the boundaries of the Regional Municipality which received financial support from the region and/or one of the area municipalities. The consultants established personal contact with those responsible for the day-to-day administration of each of these agencies; in most cases, a personal interview was held with the administrator. These informal interviews were designed to give the consultants

an appreciation of the organizational structure and administration, sphere of service, staffing, and financing of the agency. They also enabled the consultants to identify how the agency believed its operation may have been affected by the introduction of regional government. Additionally, administrators expressed their opinion about the appropriateness of their agency's current location in the hierarchy of municipal government, and their preference for a single versus a two tier delivery system.

Finally, the interviews served as a vehicle for the collection of whatever hard data appropriate to the study could be made available. To provide guidance both for the interviews and for the collection of hard data, the consultants used the questionnaires shown following.

The definition of parks and recreation used in this report has led us to consider a wide variety of services and types of organizations which provide these services. These range from municipal parks and recreation departments to committees of municipal council to library boards and autonomous bodies funded by regional or municipal councils. The organization of the report reflects the diversity of agencies provided.

Since the park and recreation services considered in this report do not represent a unified service, either in terms of type, structure or accountability, we are not able to discuss the provision of park and recreation services as a whole.

HAMILTON-WENTWORTH REGION REVIEW COMMISSION

December 5, 1977.

PARKS AND RECREATION

Data requested from Area Municipalities by  
Myra Schiff Consultants Limited  
and  
Ecologistics Limited

MUNICIPALITY \_\_\_\_\_

1. Organization/structure/legislation of parks and recreation:

- a. Before regional government
- b. After regional government

2. Description of parks and recreation services and facilities:

- a. Before regional government
- b. After regional government
- c. Reasons for changes

3. Staff: comparison of before and after regional government, with reference to:

- a. qualifications and job descriptions
- b. number
- c. cost (salaries)
- d. volunteer contribution
- e. part-time paid staff
- f. functions and duties

4. Budget: Parks and Recreation budgets for:

1972 1975 1976 1977

5. Delivery of parks and recreation services:

- a. Parks and recreation services best delivered at the local level:
  - list
  - reasons for efficiency at the local level

- b. Parks and recreation services best delivered at the regional level:
  - list
  - reasons for efficiency at the regional level

6. Time for decision-making, and time for the delivery of services:

- changes due to regional government
- comparison of before/after regional government

# HAMILTON - WENTWORTH REGIONAL REVIEW COMMISSION

Information requested by  
Myra Schiff Consultants Limited  
and  
Ecologistics Limited

## ORGANIZATION

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1. What was the organization, structure and legislation of your organization:
  - a. before regional government
  - b. after regional government

If you have a Board of Directors, how has it changed in terms of number, composition, who makes the appointments, how many are now made by Council, etc.

2. Who is your organization accountable to?
3. How has your accountability changed since regionalization?
4. Briefly describe the services and facilities before and after regional government and explain why any changes occurred.
5. Please describe staff before and after regional government with respect to:
  - a. qualifications and job descriptions
  - b. number
  - c. salaries
  - d. volunteer contributions
  - e. part-time paid staff
  - f. functions and duties
6. What were your sources of income and what did they contribute to your budget in:
  - a. 1972
  - b. 1975
  - c. 1976
  - d. 1977
7. How did you allocate your expenditures in the same four years?
8. How has regionalization affected your delivery of services in terms of time for decision-making and time for service delivery?
9. With respect to your organization what do you feel is the most appropriate arrangements for government in the region (e.g., one-tier or two-tier, regional or local)? How would you feel about combining the entire region into a single-tier?

Why do you feel the way you do?

Rather, we have divided the body of the report into 5 sections, each of which deals with a different type of service and/or agency providing parks and recreation services. The first four sections deal with:

- (1) The Parks and Recreation Department(s) of each of the six Area Municipalities in the region;
- (2) Cemeteries in the region;
- (3) Committees of Regional Council and Hamilton City Council, other than Parks & Recreation, which provide recreation services; and
- (4) The three Library Boards operating within the region.

In each of these four sections, we have described the workings of each agency and the way it has been affected by regionalization. Following each of these descriptions we have presented our recommendations. These recommendations refer to the advantages and disadvantages of a single-tier versus a two-tier delivery system. A brief discussion of other options for municipal government structure, as they may affect the delivery of parks and recreation services, is to be found in the last section.

The section of the report on special facilities follows the above four sections. Due to the wide diversity of these special facilities, in terms of their governing structure and sources of funding, it is impossible to make one set of recommendations for all of these facilities. Thus, in this section the operation of each facility is described, followed immediately by the recommendations relevant to that facility.

Invariably, in a study of this type the question of boundaries and the origin of users arises. While the question of boundaries is specifically considered in another report to the Commission, we would like to make some reference to it here. That people from outside the Region benefit from services provided by the Region or its area municipalities without their municipality making a contribution to the cost of the service was raised during the course of our interviews. This comment raises an interesting point, for we could conversely argue that many residents of the region are paying, through their taxes, for a service which they do not utilize. Further pursuit of this matter could take us into areas which economists and political philosophers have been dealing with for a long time - and the matter could entail not only recreational services, but all regional services and indeed even services within any municipality. Suffice to say that political boundaries - whether of cities, regions, provinces, countries or anything in between - are often somewhat artificial, and that the questions of who uses what and who pays for what are inherent in political entities.

## MUNICIPAL PARKS AND RECREATION DEPARTMENTS

The terms-of-reference for the parks and recreation component of the study quite rightly did not include the need for an over-all inventory of parklands, facilities, equipment etc. In the carrying out of this study, it was found that the amount of parkland, the number of arenas, pools, etc., has not changed due to regional government. The most recent inventory of parks and recreation was carried out by the Planning and Development Department of the Regional Municipality of Hamilton-Wentworth in November 1975, and can be found in their report entitled "Community Facilities and Services". Tables 1 and 2 of the above report, shown herein, provide an inventory of public open space and recreation in the region.

The emphasis in the parks and recreation section therefore is on analysis, rather than inventory. Descriptive material on each of the Area Municipality parks and recreation departments is to be found in Appendices A to F.

The discussion on parks and recreation also includes recreation services in senior citizen day care centers, and municipal golf courses. At the end of this section on parks and recreation, there is a discussion of volunteer services, and an outline of the disadvantages and the advantages of a two-tier system versus a one-tier system of delivery.

TABLE 1  
PUBLIC OPEN SPACE IN THE REGION\*

AREA MUNI-CIPALITY	<u>IN ACRES</u>					TOTAL PUBLIC & PRIVATE
	PUBLIC PARKS	OTHER PUBLIC OPEN SPACE	TOTAL PUBLIC OPEN SPACE	PRIVATE OPEN SPACE & RE-CREATION		
Hamilton	1273.6	2084.8	3358.4	142.8		3501.2
Ancaster	130.5	1354.7	1485.2	1110.6		2595.8
Dundas	105.9	1737.7	1845.6	148.0		1993.6
Stoney Creek	127.3	314.5	441.8	337.5		779.3
Flam-borough	154.0	4664.2	4818.2	1971.6		6789.8
Glanbrook	48.4	1026.3	1074.7	832.2		1906.9
REGION	1839.7	11184.2	13023.9	4542.7		17566.6

\* These figures exclude educational facilities and cemeteries.

TABLE 2  
EXISTING PUBLIC PARKS PROVISION BY AREA MUNICIPALITY

AREA MUNI-CIPALITY	POPULATION	<u>IN ACRES PER THOUSAND POPULATION</u>				TOTAL PUBLIC & PRIVATE
		PARKS	OTHER PUB-LIC OPEN SPACE	TOTAL PUBLIC OPEN SPACE	PRIVATE OPEN SPACE & RECREATION	
Hamilton	309,800	4.11	6.70	10.81	.46	11.27
Ancaster	14,290	9.13	94.80	103.93	77.72	181.65
Dundas	18,917	5.60	91.96	97.56	7.82	105.38
Stoney Creek	29,281	4.35	10.74	15.09	11.53	26.62
Flamborough	22,457	6.86	207.69	214.55	87.79	302.35
Glanbrook	10,000	4.84	102.63	107.47	82.32	190.69
REGION	404,745	4.56	27.63	32.18	11.22	43.40

(From : "Community Facilities and Services - Recreation Inventory", prepared by the Planning and Development Department, The Regional Municipality of Hamilton-Wentworth, November 1975.)

Town of Ancaster:

The Town of Ancaster has a Recreation Department, with a Recreation Director and staff assisted by a Parks, Recreation, and Community Centres Advisory Committee. The Recreation Department reports to the Municipality's coordinator-engineer, and in turn to Council. Parks are managed by the Works Department.

There have been no changes in the organization, structure, or legislation of parks and recreation, due to regional government. Prior to regional government, the town controlled six community centres and 15 parks. After regional government, the town controlled seven community centres and 18 parks.

One change due to regional government has been the administration of the Lynden Arena. Prior to regional government, the arena was administered by a Board of Directors. Once regional government was in effect, all administrative boards were disbanded and the town took over the operation and administration of the community centre.

Staff in recreation in Ancaster was increased by one since 1974, but not due to regional government. Staff functions also have not been affected by regionalization.

The recreation budget for the Town of Ancaster increased by 114% from 1972 to 1975, 20% from 1975 to 1976, and 9% from 1976 to 1977. In 1976, recreation expenditures in Ancaster were \$22 per capita.

Town of Dundas:

The municipality has a Parks Department and a Recreation Department. The Town of Dundas has a Recreation Department of 19 full-time employees, and a Parks Department of 9 employees (of whom two also serve in the Recreation Department), serving a population of 19,200 (1976 population figure). In 1974 the Parks Department and the Cemeteries Department were combined.

Prior to the establishment of the regional municipality, a Parks Board existed, which was discontinued in 1973. Bill 155, Section 136 dissolved all community centre and recreation boards. The administration of parks and recreation matters in Dundas has now improved, since these departments now report to the same committee of Council. The community also has one citizens' advisory committee. Prior to the establishment of regional government, there were two citizen's advisory committees.

There is a feeling in the community that citizen interest groups can have easier access to politicians today under the Committee of Council system, than was the case earlier (before 1974) with the Parks Board of private citizens, and with Community Centres Boards.

(1) Recreation Department:

Very few changes have occurred due to the establishment of regional government. A structural change was undertaken in that there is now a Committee of Council (for parks, recreation, and

cemeteries) and all policy is set through Council.

Staff size has not changed since 1972.

Costs (including salaries) have increased, and the extent of volunteer involvement has fallen off somewhat. There is a feeling locally that volunteer enthusiasm diminishes as the size of the local government unit increases.

According to the Senior Citizens Branch of the Ontario Ministry of Community and Social Services, there are two senior citizens centers in Dundas. However, only one of these is administered by the Town of Dundas under the Ontario Elderly Persons' Centers Act.

The one senior citizens center that falls under the municipality is St. Joseph's Villa, run by the Sisters of St. Joseph, Diocese of Hamilton. Under provisions of the Ontario Elderly Persons Act, the Town of Dundas helps St. Joseph's Villa with a grant. Under the Act, a condition of the grant is that the recreation day care services are to be made available to the community at large. Thus, the day-care center of St. Joseph's Villa is used for other community recreation-oriented activities as well. The St. Joseph's Villa has a recreation staff of five, including a Recreation Director.

The second senior citizens facility in the Town of Dundas is Wentworth Lodge, run by the Regional Municipality.

Recreation expenditures increased by 77% from 1972 to 1975, and 8% annually since 1975, for the Recreation Department.

(2) Parks Department (includes cemeteries):

Few changes due to regionalization have occurred. Combined parks and cemeteries staff has remained at 10 or 11 full-time employees steadily since 1972.

Parks budget expenditures increased by 8% from 1972 to 1975, by 35% from 1975 to 1976, and by 3% from 1976 to 1977.

In 1976, the combined parks and recreation expenditures in Dundas was \$34 per capita.

Township of Flamborough:

The Township of Flamborough has an Arenas and Recreation Department, responsible to a Recreation Committee of Council. Before 1973 there effectively was no recreational staff. (One arena manager had existed for a time). Today, there are eleven arena employees in Flamborough. The three arenas are relatively equally distributed throughout the township. An Arena Board of Management, as a Committee of Council with four members, oversees the management of the three arenas and staff. Parks are guided by the Recreation Committee of Council.

Since regionalization, Flamborough has expanded its parks and recreation services: an arena, a community center, and a park have been added. Since 1974 a hockey and figure skating program has been established across the entire township, as well as a summer day camp program. However, none of these increases in service were due to regionalization.

The approach to parks and recreation in Flamborough is unique in the region. Without a parks or recreation department, and no staff, (though it does have eleven arena employees), the township runs its recreation service programs with nine recreation sub-committees, each consisting of a councillor and five citizens. These citizens committees receive no payment for individual volunteer services. The Township provides the committees with a small budget, and funds are raised by the

committees themselves through public events. The Township of Flamborough relies exclusively on volunteer citizen contributions. There is local enthusiasm and strong neighbourhood and community spirit in evidence. Hopefully, this seemingly successful self-help approach to parks and recreation will be able to survive the urbanization of the area and the gradual conversion from a predominantly rural character to a more urban one.

Parks & Recreation gross expenditures (including arenas) increased by 254% from 1972 to 1975, by 22% from 1975 to 1976, and by 10% from 1976 to 1977.

The 1976 parks and recreation expenditure in the Township of Flamborough was \$19 per capita.

The Township of Glanbrook:

Parks and recreation activities in Glanbrook are administered by the Recreation Department.

A number of changes in parks and recreation have occurred in the community since 1973, but few of these changes are directly due to the establishment of the Regional Municipality. In 1973, land was purchased for an arena, but this expansion would, of course, have taken place regardless of changes in local government.

Before 1973, parks and recreation type activities in the Township of Glanford and the Township of Binbrook were administered under The Community Centers Act. The Act provides for the establishment of community centers, which must be managed by a board appointed by council.

The major difference since 1972 has been the hiring of an Arena Manager and a Recreation Director. The conclusion can be made that the amalgamation of the two former townships into the new Township of Glanbrook has facilitated the establishment of more professional parks and recreation administration in the community.

The number of staff has increased from two part time employees to 3 or 4 full time employees, as well as several part-time workers. Volunteer services in parks and recreation have not

changed in the period 1972-1977. Today, however, with a new arena, services generally have been expanded and costs have increased as well.

With the establishment of regional government and the directive of Section 136 of Bill 155, recreation is now administered through a Committee of Council. In 1974 a Recreation Director was hired, and he now administers all associated matters. In 1972, by contrast, all Township employees were directly responsible to Recreation Committees and Council. Before 1973, there was no full-time parks and recreation staff, and costs reflected only part-time summer help and maintenance of facilities.

The expenditures for parks and recreation are outlined in Appendix D. The accounting forms for the year 1972 are quite different in organization and breakdown from the forms for following years, and thus the figures outlined below may not be directly comparable.

The recreation budget for the community increased by 556% from 1972 to 1975, by 56% from 1975 to 1976, and by 2% from 1976 to 1977.

The 1972 figure for these calculations is derived from the total of all "Disbursements" for the Township of Glanford and the Township of Binbrook, combined. The figures for 1975, 1976

and 1977 are for the Township of Glanbrook and are the "Gross Expenditures" for "Parks and Recreation Facilities" and "Recreation Services".

In 1976, the recreation department expenditure was \$28 per capita.

City of Hamilton:

The City of Hamilton has a Recreation Department, a Parks Department, and a Cemeteries Department. Parks and Recreation are discussed here, whereas cemeteries are discussed in Section 3 of the report.

(1) Recreation Department:

The Recreation Department has experienced some marked changes since 1972, but few of them are due to the establishment of the Regional Municipality. Due to Section 136 of Bill 155 the City in 1974 changed the structure of parks and recreation administration.

In 1972, the city had a Parks Board, a Recreation Committee, a Cemeteries Board, and a Committee for Historic Sites. In 1973, with the advent of regional government, the city re-organized into a Recreation Subcommittee and a Parks Subcommittee, both of which report to a Parks and Recreation Committee of City Council. In 1976-77 the Parks and Recreation Committee of Council also has a Citizen's Advisory Committee, appointed by City Council, assisting it. The Parks and Recreation Committee is responsible for cemeteries, property maintenance, historic sites, parks, and recreation. (See Appendix E).

The Hamilton Recreation Department runs day care centers for recreation in two city senior citizens centers. The Main-Hess Senior Citizens Center is located in an O.H.C. apartment

building. The O.H.C. has given the City some 10,000 square feet of space for the provision of a recreation center that is available to senior citizens seven days a week. The City of Hamilton Recreation Department provides the staff and the budget for the center. There is one full-time recreation staff member, one who works 30 hours per week, and about ten skilled instructors in recreation who work on a part-time basis. One-third of the Recreation Department expenditures are recovered from the province, under provisions of the Elderly Persons Centers Act.

The second senior citizens center where the City of Hamilton Recreation Department runs a day care center for recreation is the Hamilton Senior Citizens Center. This center, however, is managed differently from the Main-Hess Senior Citizens Center. The City Recreation Department services are purchased by the Hamilton Senior Citizens Center, and are organized and provided by the Recreation Department in the basement of the Y.W.C.A. The City Recreation Department provides funds to operate and staff the senior citizens day-care center. The staff actually used are Y.W.C.A. employees.

In addition, the First Place senior citizens day care center, organized by the United Church, is assisted by the City Recreation Department. A recreation director manages the program in a residence for senior citizens.

Two other senior citizens centers in Hamilton exist, but do not have any involvement with the Recreation Department. These are the Jewish Social Services Day Care Center, and the St. Peter's Day Therapy Center.

The City of Hamilton Recreation Department expenditures increased by 77% from 1972 to 1975, and by 8% annually since 1975.

The functions and services of the recreation department have not changed due to the establishment of the Regional Municipality.

The City of Hamilton Recreation Department operating budget increased by 68% from 1972 to 1975, by 20% from 1975 to 1976, and by 19% from 1976 to 1977 (estimated).

(2) Parks Department:

As with most parks and recreation government organizations in the region, Bill 155 introduced administrative changes. Thus, the City of Hamilton Parks Department has changed from a Parks Board to a Committee of Council format. Prior to this change, parks-related decisions would commonly be made within two weeks or so; following Bill 155, with a Committee of Council format, decisions could take as long as two months.

The organization, structure, and legislation of parks in Hamilton has not changed due to regionalization. Similarly, there have been no changes attributable to the Regional Municipality in staff size, composition, cost, or functions. However, due to Bill 155, and the resulting change from a Parks Board to a Committee of Council, volunteer contributions have decreased considerably.

The Parks Department of the City of Hamilton operates three golf courses, which are identified by two names: Kings Forest Golf Course and Chedoka Golf Course. Each golf course also has a winter ski area. The Parks Department manages and operates the physical facilities, while the Recreation Department oversees the programs. The operation and maintenance budget is from the Parks Department; the activity programs budget is from the Recreation Department.

Chedoke Golf Course has 15 employees in summer, and 27 employees in the winter for the ski area. Kings Forest Golf Course has 13 employees in the summer, and 20 employees in the winter. (The winter operation commenced in 1977-78.) Until 1977, the Parks Department undertook all maintenance and program management. In 1978 the City of Hamilton Recreation Department took over the program aspects of the two golf-courses. Approximately 15-20% of the Parks Department budget is allocated to the two facilities (Kings Forest and Chedoke), while a very much smaller percentage of the Recreation Department budget is allocated here.

The City of Hamilton Parks budget increased by 26% from 1972 to 1975, by 11% from 1975 to 1976, and by 2% from 1976 to 1977 (estimated).

There is a feeling in the City of Hamilton Parks Department that parks services could be best delivered at a regional level, with the main gain being increased efficiency and decreased costs.

If the City of Hamilton parks budget and recreation budget for 1976 are combined, the City expenditure for parks and recreation in 1976 was \$19 per capita.

The Town of Stoney Creek:

The municipality has a Recreation & Parks Department.

There have been no major changes in parks and recreation service directly attributable to the establishment of regional government. Before the establishment of the Regional Municipality, the Town of Stoney Creek had excellent recreation services, and today some town residents feel there has been a lowering of the quality of recreation services due to the amalgamation of the former Town of Stoney Creek and the Township of Saltfleet.

A positive result of regionalization has been the improvement in the dissemination of information on parks and recreation in the community.

For a short time after the establishment of the Regional Municipality, there was a surplus of staff, but in an eight month period the surplus disappeared, due to attrition. The amalgamation of the two former communities provided an opportunity to streamline the administration of parks, recreation, and cemeteries (See Appendix F). At the time of regionalization, cemeteries were combined administratively with parks and recreation.

The degree of involvement of volunteer services has not diminished since the establishment of the Regional Municipality.

The Town of Stoney Creek at the present time has one senior citizens center, according to the Senior Citizens Branch of the Ontario Ministry of Community and Social Services. The Ada Blande Senior Citizens Center falls under the Elderly Persons Centers Act of Ontario. The Town aids the Center with a grant, provides a building, and all equipment for the Center. The Town assists in the provision of recreation services and programs at the Center. The Center relies heavily on resource personnel who contribute on a volunteer basis. A second senior citizens center is being opened in Stoney Creek, under the Ontario New Horizons Program. The new center will offer arts and crafts and other recreation programs and facilities. The Town will provide the building for the center, and assist with its upkeep and overhead costs. The initial funding for the Center was from the Province, with continued funding now by the Town, together with a provincial subsidy.

Approximately 20% of the civic employees of the Town of Stoney Creek are in parks and recreation. However, the large size of the staff must be considered in relation to the size of the population it serves. In 1972, the parks and recreation staff consisted of 21 full time employees, serving a population of 27,636 (Town of Stoney Creek and Township of Saltfleet combined). In 1977, the parks and recreation staff consisted of 22 full-time employees, serving a population of approximately 32,000. However, the figures are very revealing in another sense: either in 1972 the parks and recreation staff, in relation to

the population it then served, must have been grossly over-staffed or, staff in 1977 is under-staffed to serve the increase in population since 1972. By comparison, the Town of Dundas in 1977 had a staff of 28 (19 in recreation, & 9 in the parks department) serving a population of 19,200 (1976 population).

The budgets for the Town of Stoney Creek for parks and recreation increased by 115% from 1972 to 1975, by 2% from 1975 to 1976, and by 34% from 1976 to 1977 (estimated 1977 budget). The parks and recreation budget increase from 1976 to 1977 in Stoney Creek was the largest in the Regional Municipality, being more than four times the average increase from 1976 to 1977 for the other Area Municipalities. In 1976, the expenditure for parks and recreation was \$20 per capita.

## Volunteer Services

The assessment of volunteer contribution to recreation administration and services has one common element, and one very varied element.

The common assessment throughout the region is that recreation administration depends very heavily on volunteer contribution. This notion is universal and very strongly held. Civic administrators have made statements such as "Without volunteer help, recreation department(s) wouldn't survive", and "recreation director could spoil (our) strong volunteer enthusiasm" (this in a community where there is no recreation director).

The varied assessment concerning volunteer contributions to recreation revolves around the change, usually a reduction, in volunteer involvement. One opinion expressed is that volunteer involvement falls off due to the enlargement of the units of local government. As units of local government become larger, residents feel less attached to their local government and therefore less inclined to contribute volunteer services, so the theory goes. The death-knell to volunteer involvement would be a single-tier system of local government, it is suggested by these proponents.

A contrary view also expressed in the region (although less vocally) is that the true reason for the reduction of volunteer

services in recreation is not as much due to the enlargement of the units of local government as it is due to the changing character of the residents. Proponents of this view suggest that as urban residents move into a formerly rural area, the recreation (and other) services demanded by the residents are urban in nature, with no social history among the residents which would favour volunteer contributions. It has been suggested that volunteer activity is more characteristic of rural residents, and that as an area becomes more urbanized the degree of volunteer involvement can only be expected to diminish, whatever the size of the local government units.

Both arguments have validity, and may explain a general falling off of volunteer contributions in recreation. Additional considerations that should be kept in mind when these explanations of volunteer service diminishment are reviewed is that volunteer services are important also in urban areas, although they are perhaps less visible than they might be in rural areas. Furthermore, enlargement of the units of local government is often (and has been in Hamilton-Wentworth) coincidental with strong urbanizing trends.

## Two-tier and one-tier systems of local government:

The following observations are made concerning the relative advantages and disadvantages of a two-tier and a single-tier system of local government with respect to municipal parks and recreation services:

- (1) A single-tier system of local government may have the disadvantage that a recreation department would be quite large compared to the size of the present departments. It has been suggested that such a large recreation department may lose the feel for local neighbourhood recreation needs. If a centrally administered, area-wide recreation department were to retain its neighbourhood contacts, much of the administration of the department would have to be decentralized.
- (2) A single-tier system of local government would have distinct advantages for parks administration and cemeteries management. Parks and cemeteries could share equipment and staff, and the region-wide responsibility of such a combined department would result in savings due to economies of scale.
- (3) More highly qualified staff could be appointed to a parks department if a single-tier system of local government were to be established.

- (4) A single-tier system of local government would eliminate duplication that may exist at present in recreation services. Area-wide uniform standards and user-fees could be established. This may be the greatest advantage of a single-tier system of local government, from a parks and recreation context.
- (5) However, while uniformity of standards and user-fees would be achieved if a single-tier system of local government were to be established, one could also propose that neighbourhood sensitivity would be lost. As stated in a number of places elsewhere in this report, this loss (a disadvantage of a single-tier system) would be particularly acute in recreation services, and much less so - possibly not at all - in parks services.
- (6) Distinct cost cuts could be achieved if parks and cemeteries were to be administered area-wide, either by the Regional Municipality in its present form or by a new single-tier government.
- (7) It is much more difficult to estimate whether or not recreation costs would decrease if recreation were to be administered area-wide.

It could be argued that there may be duplication of staff among the various recreation (and parks and recreation) departments at present. Yet, a centralized recreation department with area-wide responsibility, where an attempt were to be made to retain neighbourhood affinity and contacts through a decentralized system, may, in total, result in more staff than exists in all the member municipalities today.

If the argument that volunteer involvement diminishes as the size of local government units increases is accepted, then it may stand to reason that the present two-tier system is actually quite economical, in the sense that recreation departments now can rely on volunteer (low or no cost) help, thereby allowing budgets to be kept down. If we continue this thesis of volunteer functioning, the presumption is that in a single-tier system of local government, volunteer services would diminish, would have to be replaced by paid staff, and this would raise costs. It is difficult to decide whether a decentralized format in an otherwise centrally, region-wide, administered recreation department could counteract the tendency for volunteer services to fall off in larger units of local government.

- (8) At present, user-fees for recreation vary widely in the region. In general, the City of Hamilton heavily subsidizes many of its recreation services, and user-fees are low or recreation services are free. For example, in Hamilton, ice-skating is free, whereas in the area municipalities the user pays a fee.
- (9) The provision of recreation in senior citizens day-care centers must be retained on a decentralized neighbourhood scale. A two-tier system of local government thus is beneficial for this special recreation provision. Senior citizens are frequently tied to the neighbourhood where they live, may lack transportation, and may wish to frequent organizations which give them a sense of identification, either through ethnic or religious or other associations. Even more than recreation services generally, the recreation activities of senior citizens day-care centers should be administered at a small scale, by a lower-tier unit of government.

### Conclusions:

The establishment of the Regional Municipality of Hamilton-Wentworth has had very little influence or change on parks and recreation services. Perhaps the only change directly due to regionalization has been the change in parks and recreation administration. Paragraph 136 of Bill 155 (the Dissolution of Boards) has meant that parks and recreation are now administered by Committees of Council. To the extent that Bill 155 provided the direction for such organizational changes, regional government has had an influence on the administration of parks and recreation. The results, in general, have been that policy is more directly based on council decisions, and that there is now a reduced dependence on volunteer services and citizen advisory functions.

Parks and recreation budgets in the Area Municipalities increased by some 163% as an average of all Area Municipalities. This rather sudden increase in parks and recreation expenditures, coincidental with the introduction of regional government, may be indicative of more general Area Municipality budget shifts. With the introduction of regional government, some lower-tier responsibilities were absorbed by the upper tier. Area Municipality budgets, therefore, may thus have been freed to enable more money to be spent for parks and recreation. However, note should also be made of the fact that budget accounting procedures have been changed since 1972.

Parks and recreation are two unique social services in a municipality. Although the two are commonly referred to together, they actually represent quite different community interests. Practice varies as to whether the two are administered by the same department, or by two different departments. There is a trend now in Canada, and the United States, towards the separation of the two into independent, although coordinated, administrative units.

Recreation is an activity-based local government service, whereas parks are physical entities. In small rural communities much of the organized recreation activity does take place in parks: community recreation revolves around the arena in winter and the baseball diamond in summer. However, as community recreation services are enlarged and become more sophisticated, the identification of recreation with parks becomes less and less strong. In an urban community, such as the City of Hamilton, organized recreation often is not located on park property.

Recreation administration, to be successful, must have close ties to and an affinity with neighbourhoods where people live. Recreation services have to meet the needs of the people in a neighbourhood, and they depend on volunteer enthusiasm by local residents. Without any doubt, the neighbourhood affinity that is the cornerstone of recreation success would be lost if units of local government were to become too large. That is not to say that some recreation services such as trails, waterfront areas, band-shells, etc. are not larger than neighbourhood in

scale. Nevertheless, the fundamental neighbourhood sensitivity in recreation administration must be protected.

There is already some evidence that with the establishment of regional government, and the associated amalgamation of towns and townships, some of the former neighbourhood strength of recreation has been lost. The present two-tier system of local government at least assures the continuation of relatively small-scale recreation administration.

It is our belief that a one-tier system of local government would have a negative effect on recreation administration, in that there would be an enlargement of the administrative units' scale.

It is recommended that if a one-tier system of local government were to be established, recreation administration be decentralized (perhaps by means of a series of neighbourhood centers) to provide greater contact with local residents.

In the smaller, more rural, Area Municipalities, there is more of a basis for the joint administration of parks and recreation. Parks are more closely tied with the more limited recreation services. This would be especially so if the parks section were to be relieved of its job of maintaining cemeteries, which would be the case if cemetery maintenance were to be carried out on an area-wide basis (see the section on cemeteries).

Parks administration and maintenance is physical, land-based, with the user-considerations being secondary - at least when compared to a recreation department where user considerations are the primary concern. It has been recommended elsewhere in this report that recreation administration should be de-centralized, and we have pointed out that the present two-tier system of local government assures, to some extent at least, the relatively small scale of recreation administration. By contrast, parks could very well be administered and managed on an area-wide basis.

It is recommended that parks be administered on a region-wide basis. This could be achieved by means of a parks department in the Regional Municipality, or it would be achieved if a single-tier system of government were to be established.

There are a number of advantages to a region-wide administration of parks:

- (1) Economies of scale would allow for improvements in park maintenance.
- (2) Better-qualified parks staff could be used on a region-wide basis (for example, a regional parks forester, and a horticultural expert).
- (3) Equipment and maintenance staff could be rotated and used throughout the area. Further economies could be

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realized if the recommendation (made elsewhere in this report) is accepted that cemeteries also be maintained on a region-wide basis.

- (4) The upper-tier Regional Municipality planning department functions of subdivision plan processing and open space allocation could be better coordinated under a regional parks department.
- (5) A regional parks department could also coordinate parks planning better with the various Conservation Authorities within the Regional Municipality.
- (6) Certain parks-type activities, which are of an extensive scale, could be more efficiently planned by one area-wide parks department, as compared to the present system. For example, trails (for bicycling, cross-country skiing, etc.), waterfront schemes, etc. could be planned and maintained more effectively by a regional parks department.
- (7) One regional parks department could also negotiate better with the province and with agencies such as the Niagara Escarpment Commission, in parks-related matters. At present, such negotiation would have to be done by the Regional Municipality Planning Department on behalf of the many different parks departments throughout the area. With one area-wide parks department, better coordination would be assured.

## CEMETERIES

Cemeteries in the area municipalities are typically, although not always, administered by the Parks Department, or by the Parks and Recreation Department. For example, in the Town of Dundas, cemeteries are maintained by the Parks Department, and the Department, together with the Recreation Department, reports to a Parks, Recreation, Cemetery, and Community Centre Committee of Council. In the Town of Stoney Creek cemeteries are maintained by the Parks and Recreation Department. The City of Hamilton is the only municipality in the region which has a full-fledged cemeteries Department.

The City of Hamilton budget for the Cemeteries Department is outlined below:

1972	\$	713,877.00
1975	\$	994,919.00
1976	\$	1,094,319.00
1977	\$	1,057,500.00

(the budget for the years 1975, 1976, & 1977 includes a special project for the sum of \$38,320.00).

The City of Hamilton Cemeteries Department has different rates for residents and non-residents of the city. With the establishment of the Regional Municipality, area residents outside the city feel offended to have to pay a higher service fee than do city residents.

Two issues have been identified with reference to cemeteries:

(A) would cemeteries be better administered on a region-wide basis? and (B) would cemeteries be better administered as part of a Parks Department?

A. The advantages of a region-wide administration of cemeteries are:

- (1) Rates and fees would be uniform.
- (2) All cemeteries would fall under the same by-laws, providing some assurance of uniformity of standards.
- (3) There would be more competent and professional administration, and better qualified staff serving all region-wide administrative needs.
- (4) Machinery and equipment would be shared by all cemeteries throughout the region.

The disadvantages of a region-wide administration of cemeteries are:

- (1) An increase in maintenance staff would be needed, since in many Area Municipalities cemeteries staff also doubles as parks maintenance staff. A larger staff complement for administration would also be needed.
- (2) For residents in the Area Municipalities, there would be an increase in cemetery service prices. At present, many cemeteries outside the city are church affiliated, informally administered, with rather low costs associated with burial. If cemeteries were to be administered region-wide, costs of administration and

maintenance would quite likely increase outside the city, as compared to current prices.

B. At present the City of Hamilton is the only member of the Regional Municipality which has a Cemeteries Department. By contrast, in the Area Municipalities, cemeteries are typically maintained by the Parks, or the Parks and Recreation Department. Quite clearly, in a small municipality there is no necessity for a full-fledged cemeteries department; the Parks or the Parks and Recreation Department can usually manage cemeteries well enough. However, in a larger community, such as the City of Hamilton, a separate Cemeteries Department is justified, especially for administration.

Cemeteries necessitate two very different local government functions: administration and maintenance. Fusion of cemeteries administration with a Parks or a Parks and Recreation Department is not justified. However, fusion of cemeteries maintenance with parks maintenance is more logical, although, with certain limitations. Joint maintenance is logical in that equipment and manpower can be shared, and possibly used more economically. Joint maintenance has the limitation that grounds maintenance in cemeteries is, to some extent at least, different from grounds maintenance in parks. Cemeteries tend to have small spaces between graves and headstones, requiring grass-mowing on a small-scale. By contrast, grounds maintenance

in parks consists of mowing large open spaces using heavy machinery. To this extent, grounds maintenance for parks and for cemeteries is slightly different.

However, enough of the maintenance of parks and cemeteries is the same that maintenance equipment and staff may be shared. For example, tree maintenance, horticulture, and roads and physical structures maintenance could well be shared.

It is recommended that, if a two-tier system of local government is to remain, cemeteries be administered on a region-wide basis, by a Cemeteries Department in the Regional Municipality. If a single-tier government were to be established, cemeteries should similarly be administered area-wide.

If the above recommendation is unacceptable (that is, a region-wide administration of cemeteries is rejected, whether in a one-tier or a two-tier system of government), then it is recommended that cemeteries maintenance be combined with parks maintenance, but that in the case of the City of Hamilton, a Cemeteries Office be retained for the purpose of administering cemetery affairs other than maintenance.

COMMITTEES AND SUB-COMMITTEES  
OF COUNCILS

Hamilton Historical Sub-Committee

The Historical Sub-Committee of Hamilton City Council oversees the operation of historical properties in Hamilton. These currently include Dundurn Castle, Whitehern, and the Hamilton Military Museum. The Sub-Committee is now working to make Gage Park House into a children's museum, and hopes to eventually be able to convert the Hamilton Pump House into a museum. In addition, it is responsible for the Hamilton Collection, a collection of acquired items which it is believed will make a contribution to understanding the history of Hamilton.

The Sub-Committee was originally called the Dundurn Castle Committee, but as more historic properties were acquired, it was felt that it should become the Hamilton Historical Board. With the introduction of regional government this plan was abandoned, and the Historical Sub-Committee was established.

The Historical Sub-Committee currently consists of 9 members - 1 Controller, 3 Aldermen and 5 citizens, all of whom are appointed by Council. The Sub-Committee reports to the Parks and Recreation Committee, and through it to Council, to whom it is ultimately responsible.

## Wentworth Pioneer Village Committee

Wentworth Pioneer Village is a 37 acre site located in the Township of Flamborough which serves as an agricultural museum and pioneer village. It was originally founded by private citizens and was incorporated as a non-profit educational association. Originally known as Westfield Village, it was acquired by the County of Wentworth in 1968, and in 1969, Wentworth County Council appointed a committee, consisting of 4 citizens and one Councillor, to administer the affairs of the village. In 1973, the name of Westfield Village was changed to Wentworth Pioneer Village. Upon the introduction of regional government, control of Wentworth Pioneer Village passed to the region. It forms part of the regional clerk's department, and is administered by the Wentworth Pioneer Village Committee. This Committee consists of 4 citizen volunteers and one regional councillor, who chairs the committee. All members of the Committee are appointed by Regional Council.

Prior to regionalization, the funding for Wentworth Pioneer Village was obtained from Wentworth County; now it is obtained from the Region. Except for the change in accountability and funding sources, Wentworth Pioneer Village has not been affected by the introduction of regional government.

### Special Events Committee

The Special Events Committee is a Committee of Hamilton City Council made up of 4 Councillors and 6 citizens. Its function is to co-ordinate special events in the City; these included, in 1977, such things as The Canadian Amateur Wrestling Championships, Canadian Equestrian Trials, the Hamilton Air Show, the Santa Calus Parade and Senior Citizens Day. When appropriate, the Committee will not only co-ordinate, but also subsidize, events.

The Committee has always come under the auspices of Hamilton City Council; thus, the introduction of regional government has not affected its operation in any way.

The increase in the Committee's budget in 1976 to \$306,032 from \$125,000 in 1975, reflects the fact that the Committee was involved with the Cultural Olympics Coordinating Office; to this end they received a Wintario grant of \$132,500. The City gave them a higher grant than usual (\$173,500) because of their involvement with C.O.C.O. The 1977 budget of \$192,840 includes a \$15,000 Wintario grant and a grant from the City of approximately the same amount they received in 1976.

### Concert Committee

The Concert Committee of Hamilton City Council is responsible for the presentation of outdoor summer concerts in Gage Park and at City Hall. It is, and always has been, funded primarily by the City of Hamilton, with some assistance from the Musician's Guild, which pays the salary of its members when they perform in concerts. The committee has been under the jurisdiction of Hamilton since its inception, and the introduction of regional government has not affected its operation in any way. As the location of the concerts suggests, they are meant to provide a local service; the City Hall concerts are particularly intended to provide entertainment for the large number of senior citizens who live in the area near City Hall.

While the Committee has no formal links with the other area municipalities in the region, it does from time to time cooperate with them in attempting to attract well-known entertainment, since it is often easier to attract an entertainer or group if they can undertake more than one engagement in an area at a time.

The budget for the Concert Committee is shown below:

1972	-	\$ 18,577.16
1975	-	\$ 23,907.20
1976	-	\$ 35,300.33
1977	-	\$ 28,317.87

The increase in budget from 1975 to 1976 occurred because the Concert Committee received, through the Special Events Committee, a Wintario grant for \$15,000. In 1977, the Concert Committee itself applied for a Wintario grant; when it was refused, the City kept its promise to give the Committee the money if Wintario failed to do so.

Canadian Football Hall of Fame Management Committee

NOTE: This material is not yet available, due to delays in the mail. It will be submitted later as an addendum.

## Conclusions

On the whole, the introduction of regional government has not affected the operations of the Committees which provide recreation services. Both the Concert Committee, which is accountable to Hamilton City Council, and the Historical Subcommittee of the Parks and Recreation Committee, have retained the position they held prior to 1974. The Wentworth Pioneer Village Committee is now accountable to Regional Council; prior to 1974 it was a Committee of Wentworth County Council.

We recommend that the functions of the Concert Committee be retained under the jurisdiction of Hamilton; there may be further recommendations concerning this committee when information from the missing committees is obtained and submitted in the form of an addendum.

In spite of the fact that most of the publicly-operated historical sites in the Region are to be found in Hamilton, we recommend that responsibility for these sites and the Wentworth Pioneer Village should come under the jurisdiction of one committee to be run by the Region. We make this recommendation in view of the following factors:

1. It would eliminate the duplication of jurisdictions.
2. The historic sites within Hamilton are of interest and attraction to the residents of the entire Region.

3. The Region currently owns historic sites within the City which are yet to be developed, most notably the Pump House. Transfer of the operation of these sites to the Region will speed the decision-making process.

We also recommend that, in order to streamline the operation of Hamilton City Council, the Concert Committee be dissolved and its operations come under those of the Special Events Committee.

## LIBRARIES

Dundas Public Library

The Dundas Public Library is administered by the Dundas Library Board under the provisions of the Public Libraries Act. The Board of Directors is composed of 9 people - the Mayor of Dundas, 3 citizens appointed by the Council of the Town of Dundas, 3 citizens appointed by the Dundas Board of Education, and 2 citizens appointed by the Dundas Separate School Board. (None of the citizen appointees may be members of the body which appoints them.) The Chief Librarian serves as Secretary-Treasurer of the Board.

The Dundas Library was incorporated in 1883 under the Library Act of 1882. It is housed in one building which is currently undergoing expansion. In addition to the book and periodical collection one expects to find in any library, the Dundas Library also has collections of records, talking books, books in large print, 8 mm. and 16 mm. films and toys which circulate to pre-school children. Funding for the library is obtained primarily from the Town of Dundas (73-80% between 1972 and 1977); the Province of Ontario provides about 11% of their annual budget, with the remainder arising from an anonymous grant and library generated income. From a financial point of view the library is particularly well-endowed, having one of the highest per-capita budgets in Ontario.

The library employs 9 full-time and 14 part-time persons, yielding a total of 17 in full-time equivalent staff. This staff includes 2 professional librarians and 3 other department heads. Unlike the other libraries in Wentworth County, the Dundas library has never been a part of the Wentworth County Library Co-operative (established May 15, 1947) and did not join the Wentworth Library upon the introduction of regional government, but rather maintained itself as an independent library system. Thus, the introduction of regional government has not affected its operation. However, the current addition to the Dundas library does point out one way in which regionalization could have affected the library. Had this addition involved a debenture (it does not), the approval for the addition would have been delayed, since debenture approval must be approved first by the Council of the Area Municipality and then by Regional Council.

## Hamilton Public Library

The Hamilton Public Library is governed by a Library Board under the provisions of the Public Libraries Act. The board consists of 9 members: the mayor of Hamilton, three members appointed by Hamilton City Council, three members appointed by the Board of Education and two members appointed by the Separate School Board. None of the members of the Board may be members of the body which appoints them. Though the Board is an independent body, it must ultimately justify its operations to Hamilton City Council which provides it with over 80% of its income.

The system is made up of 9 Branch Libraries, plus the Central Library and an Extension Service which provides books to residents of nursing homes and senior citizen apartments; in addition, it provides a library for patients and clients of St. Peter's Hospital and Geriatric Centre.

In addition to its book collection, the Library provides films, records, periodicals, picture and toy rentals to its patrons, as well as sponsoring speakers and theatrical groups.

The Hamilton Public Library employs 208 full-time and 5 part-time staff; the full-time staff is allocated as follows:

57 Librarians

83 Clerks

17 Librarian's Assistants

11 Maintenance Personnel

27 Classification Personnel

3 Secretaries

3 Administrative Personnel  
(excluding Librarians)

7 Miscellaneous Personnel.

(A more detailed breakdown may be found in Appendix K).

The introduction of regional government has not affected the Hamilton Public Library in any way, since it is an autonomous body and has always received its civic support from the City.

## Wentworth Library

The Wentworth Library is governed by the Wentworth Library Board, which has jurisdiction over the area within the Hamilton-Wentworth Region, with the exception of the City of Hamilton and the Town of Dundas. The Library Board was established by Order of the Treasurer and Minister of Economics and Intergovernmental Affairs pursuant to Section 138 of Bill 155. The ministerial Order establishing the Wentworth Library Board specifies that the Regional Municipality shall pass a by-law to operate and maintain the Board. By-law 1-74 of the Regional Municipality of Hamilton-Wentworth, the purpose of which is to appoint members of the Wentworth Library Board, contains no requirements as to the composition of the Board. Under that by-law, the 7 member Board is composed of the Mayor of the Town of Ancaster's Representative; the Deputy Mayor of the Township of Flamborough; the Mayor of the Township of Glanbrook; the Mayor of the Town of Stoney Creek; and three citizen members, appointed by the Regional Council, each from a different area municipality. (One should note that the four civic members of the Board also are members of Regional Council.)

The origin of the present Library may be traced to 1947, when the Wentworth County Library Co-operative was established; in 1966, the Wentworth County Public Library was established. Between 1966 and 1974 the Wentworth County Library underwent considerable growth and improvement, as new libraries were opened in communities which had previously had none and facilities

were improved in existing libraries. In 1974 the Wentworth County Library and the Stoney Creek Public Library amalgamated to form the Wentworth Library.

The Wentworth Library now consists of fifteen libraries and six book centres located throughout the region. (Book centres, formerly called deposit stations, are collections of books which are located in private homes, stores and community buildings. They differ from libraries in that there are no regular hours of operation, and no special purpose building specifically serving a library function.) In addition to books every member library has a record collection and a collection of 8 mm. silent films. The library also owns seven 16 mm. projectors, eleven 8 mm. projectors, one 35 mm. slide projector and fifteen cassette tape players for loan to the public. As a result of a floating loan collection, and a request system under which any book held by the library is available to a reader at any of its libraries, the patrons of the Wentworth Library have access to any book in the system. In addition, they may borrow books in person from any branch in the system.

Because of the area served by the Wentworth Library (the entire region except Dundas and Hamilton), the Library is in a somewhat anomalous situation politically, for it is neither local nor regional. Its budget is submitted to the Library Board for approval and transmitted to the Regional Finance Committee. Following the latter's approval, they transmit the budget to

the Councils of the relevant Area Municipalities for comment. Following their response, the budget is sent back to the Financial Committee, four of whose ten members are also members of the Wentworth Library Board. The final budget approval of course rests with Regional Council.

The power in fact appears to rest with the Area Municipalities, rather than the Region. The objections of any one area municipality could impede the progress of budget approval. In fact, this has not happened, perhaps because the Area Municipalities realize that they must operate in a cooperative manner - if one municipality were to undermine the process, the others could turn around and undermine them. In discussions with the Chief Librarian of the Wentworth Library, he suggested that the kind of cooperation which exists among the area municipalities works best among equals, a point which the consultants feel bears noting.

Since the Library serves only some of the Area Municipalities in the Region, each such Municipality makes a contribution to regional government which is earmarked for library services.

Clearly the introduction of regional government has had some effect on the Wentworth Library Board. Stoney Creek joined the system, the funding methods have changed and so has the composition of the Library Board. The introduction of regional government perhaps expedited and speeded up the growth of the system and the expansion of services which was already underway, but these changes would have occurred eventually, even without regional government.

## Conclusions

We recommend that three separate Public Libraries, the Hamilton Public Library, Dundas Public Library and Wentworth Library be retained within the Regional Municipality of Hamilton-Wentworth.

There are numerous arguments in favor of this position:

- (1) While each of the three Library Boards in the Hamilton-Wentworth Region functions independently of the other two, there are certain ways in which the three function cooperatively at a regional level.
- (2) All three boards are members of the South Central Regional Library System, which is comprised of the Library Boards within the County of Brant, the Regional Municipality of Halton, and the Regional Municipality of Hamilton-Wentworth. The System was established under Part III of the Public Libraries Act for the purpose of endeavouring "to improve the standards of library service by providing a plan for co-ordinating and developing library service" within its region. It is governed by a Board composed of nine members, appointed by each of the following Library Boards: Brant County, Brantford, Burlington, Dundas, Halton Hills, Hamilton, Milton, Oakville and Wentworth.

Under the Provincial Libraries Act, the South Central Regional Library System has the powers to establish a collection of reference books and other items as the basis of a reference service for the region in one or more libraries in the region; promote inter-library loan of books and other means of furthering the efficiency and co-ordination of library service; establish a central service for selecting, ordering, cataloguing, processing and circulating books and other library materials; and provide an advisory service for improving library standards, among its more relevant powers.

Additionally, the three Libraries within the region are already operating informally in a co-operative manner, since patrons may use any of the libraries now existing within the region, and an inter-library loan service within the region means patrons in even the smallest communities have access to the holdings of the entire region.

Thus, from the point of view of the delivery of library services the amalgamation of the three library systems within the region would offer little, if any, advantage.

- (2) The Dundas Library Board has itself argued against its amalgamation with either or both of the other Libraries in the region. Their position is partly based on the

fact, as indicated above, that in some respects it is already operating at a regional level, and partly on the fact that the arrangements which now exist are working well, an argument which the consultants feel has merit. But there are other arguments in favor of the board's position as well. One is that the Dundas Public Library offers an exceptionally high level of service; indeed, in 1977 it had the second highest per capita spending in the Province. The Board fears that under amalgamation it would become a small part of a large system and would be unable to maintain this level of service. (It has been suggested, in fact, that the reason the Dundas Library did not join the Wentworth Library at the introduction of regional government was that the Wentworth Library could not afford to take on the Dundas Library.) The Board feels it is currently doing a good job of providing library service to the residents of Dundas, because it has a good working relationship with Municipal Council, which provides the majority of its funds; because they know the people in the community and are in tune with what they want; and because the Library Board can be easily approached by Dundas residents. In a larger system, these advantages might no longer exist.

- (3) The Wentworth Library has also argued against amalgamation of the three systems. Like the Dundas Library, it argues that the present system is working well. While

showing considerable growth and expansion of services, they argue, they have continued to remain sensitive and responsive to the needs of the communities which they serve. They fear that under amalgamation this ability to meet the needs of their patrons would be decreased. It appears that the delivery of library services to scattered rural areas in fact entails a different type of operation than the delivery of library services in urban areas, and the Wentworth Library Board's concerns appear to be justified.

- (4) The Hamilton Library Board has taken no stand on the question of amalgamation, arguing that it requires more time and research than has been available to them.
- (5) Financial considerations also suggest that amalgamation of the three Library Boards is not desirable. Table 3, presented below, contains comparative figures for 1977 for the three systems now within the Hamilton-Wentworth Region (based on statistics presented in the Ontario Library Review, December 1977).

TABLE 3.

<u>Item</u>	<u>Dundas</u>	<u>Hamilton</u>	<u>Wentworth</u>
Population served	19,212	312,162	77,957
Gross expenditures	\$293,904	\$3,787,725	\$522,910
Circulation	243,404	1,963,587	502,810
Expenditure 1 unit of service	\$ 1.25	\$1.93	\$1.04

(Table 3 continued)...

<u>Item</u>	<u>Dundas</u>	<u>Hamilton</u>	<u>Wentworth</u>
Expenditure / Capita	\$15.29	\$12.14	\$6.70
Units of service / Capita	12.2	6.29	6.45
Salaries as a percent of total expenditures	54%	66%	61%
Library materials as a percent of total expenditure	17%	10%	23%

An examination of these figures reveals some interesting points. Dundas has a very high spending per capita, and a high circulation rate per capita. These probably reflect the large amount of municipal funding and the high use of the library made by Dundas Residents, a fact which presumably influences the municipal grant level. Because of this exceptionally strong commitment to the library system in Dundas, it is perhaps more appropriate to compare the Wentworth system with the Hamilton system. This comparison reveals that the spending per capita is considerably higher in Hamilton than in Dundas, and that the cost per unit of service is 1.86 times higher in Hamilton than in Wentworth. Additionally, the percent of expenditures devoted to salaries is higher in Hamilton than in Wentworth, while the percent of expenditures devoted to library materials is lower. This suggests that from a financial point of view the Wentworth system is operating more effectively than the Hamilton system.

However, some might wish to argue that because the Hamilton Library serves approximately 4 times as many people as the Wentworth Library, a comparison between these two is unfair. Hence, we present below, in Table 4, a comparison of the Hamilton

Public Library and the Ottawa Public Library, which in terms of population and area served is most comparable to the Hamilton Public Library (based on Statistics presented in the Ontario Library Review, December 1977.)

TABLE 4

<u>Item</u>	<u>Ottawa</u>	<u>Hamilton</u>
Population served	302,124	312,162
Gross expenditures	\$3,398,365	\$3,789,725
Circulation	2,157,406	1,963,587
Expenditure/unit of service	\$1.58	\$1.93
Expenditure / capita	\$11.24	\$12.14
Units of service / capita	7.14	6.29
Salaries as a per cent of total expenditure	61%	66%
Library materials as a per cent of total expenditure	15%	10%

As these figures indicate, the performance of the Hamilton Public Library is less effective than that of the Ottawa Public Library on every measure used here.

What these figures then suggest is that quite apart from any philosophical arguments one might make in terms of retaining three separate Libraries, as they are now, there is a good financial reason for recommending against the amalgamation of

the three Libraries, for it is highly likely that in a larger system, which the present Hamilton Public Library would dominate by virtue of its current size, whatever efficiencies exist in the other two systems would disappear.

The question of whether Public Libraries should continue to be governed by Library Boards or whether they should become more directly accountable to Municipal Councils is less clear cut. This matter has been the subject of much discussion and controversy throughout the province, and different reports have made different recommendations on the matters. That the Libraries themselves prefer to continue to be governed by Boards is undeniable. The Ontario Public Libraries Advisory Council support an independent Board, as do each of the three Library Boards now operating within the Hamilton-Wentworth Region. At the moment, the Public Libraries Act, under which both the Hamilton and Dundas Libraries operate, stipulates that Library Boards shall be independent, with three members appointed by the Council, three by the Board of Education and two appointed by the Separate School Board; the Act also stipulates that the Mayor shall serve on the Library Board. The composition and independence of the Wentworth Library Board is stipulated by Ministerial Order, Bill 155 merely stating that the Minister may by order do whatever is necessary to re-establish the Wentworth County Library.

One factor that should be considered in determining whether Library Boards should remain independent is the amount of accountability, both formal and informal, which the Boards now

have to the community. To some extent this is reflected in the composition of the Board and the manner of Board appointments.

In both Hamilton and Dundas, there is only one civic representative on the Board; three citizens are appointed by the Municipal Council. The Hamilton Library Board argues in its brief that the citizen makeup of the Board has made it impossible for the Board to interpret community requirements, and that they are accountable to the citizens of Hamilton through these same citizen appointments. They also argue that the Boards are accountable to the public in the sense that their minutes, meetings and proceedings are accessible to the media and the general public. And finally they argue that they are "accountable to elected representatives through the City Council's direct control of the library's budget" (quoted from the Brief from the Hamilton Public Library Board to the Hamilton-Wentworth Region Review Commission, italics theirs).

While we would agree that these arguments have some merit, we would question whether Library Boards are in fact accountable to Municipal Councils. Without meaning to split hairs, we would suggest that rather than being accountable, Library Boards must be able to justify their actions in order to continue to receive financial support.

We therefore make the following recommendations with respect to the independent Library Boards operating in the region; based on the assumption of the continuation of a double tier system:

- (1) Because of its anomalous situation as neither a regional nor a local function, and because of the balance of citizen and civic appointments to the Board, and because of the manner in which appointments are made to the Wentworth Library Board, we recommend that the Wentworth Library Board continue to function as an independent body whose composition and manner of appointment remains as it is now.
- (2) We recommend that the Dundas Library Board continue to function as an independent body.
- (3) We recommend that the Dundas Library Board consist of nine members, all of whom shall be appointed by the Council of the Town of Dundas. One of these nine shall be the Mayor of the Town of Dundas, three shall be members of Council, and five shall be citizen appointees representing a cross-section of the community. This recommendation, in conjunction with the previous one, will retain the autonomy of the Library Board while allowing for more direct input from the Council of the Town of Dundas. We would point out that this recommendation is substantially in agreement with that proposed by Bowron in the report he prepared for the Ontario Provincial Library Council (The Ontario Public Library: Review and Reorganization, December 1975).

- (4) We recommend that, for the time being, the Hamilton Library Board continue to function as an independent body of nine people, all of whom shall be appointed by Hamilton City Council. One of the nine board members shall be the Mayor of the City of Hamilton, three shall be members of Council and five shall be citizen appointees representing a cross-section of the community.
- (5) We further recommend that the Hamilton Library Board be instructed to make a concerted effort to improve the economic efficiency of the operations of the Hamilton Public Library, and that it be given a reasonable amount of time to make these improvements. At the end of that time its operations should be reviewed, and if there is not satisfactory improvement, consideration should be given to making the Library Board a Committee of Hamilton City Council.

Should the Commission recommend the institution of a one-tier system in the region, then the three existing Boards should be dissolved and a new one established. All possible steps should be taken to maintain the current strengths, sensitivity and efficiency of the current Dundas and Wentworth Libraries. All appointments to the Library Board should be made by Regional Council, and the Board should be composed of the Chairman of the Region or his representative, two Regional Councillors representing the area that is now Hamilton, and one Councillor

each representing the areas which are now served by the current Dundas and Wentworth Libraries. Five citizen appointments to the Board should be made by Regional Council, and no two of the citizen appointees should be from the same current Area Municipalities. This new Board should also give consideration to establishing separate departments within the new library system to provide library service to the rural and urban areas.

## SPECIAL PURPOSE BODIES

Conservation Authorities:

Conservation Authorities are established on a watershed basis, and their boundaries do not necessarily conform to political boundaries. The Regional Municipality of Hamilton-Wentworth has within it four Conservation Authorities, of which the Hamilton Region Conservation Authority is spatially dominant. The other three are: the Halton Region Conservation Authority, the Niagara Peninsula Conservation Authority, and the Grand River Conservation Authority. The Hamilton Region Conservation Authority submitted a brief in 1968 to the Local Government Review Committee, and on November 30, 1977 it submitted a brief to the Hamilton-Wentworth Region Review Commission. The discussion here deals primarily with the Hamilton Region Conservation Authority, but the other three Authorities within the Regional Municipality are also discussed. Regional government has affected the Conservation Authorities in essentially the same way.

The establishment of regional government has had one positive result to the Conservation Authorities and has caused one issue for concern.

The positive result has been that using the Hamilton Region Conservation Authority as an example the authority now levies the regional municipality (and Puslinch Township) instead of the

original nine local participating municipalities. The regional municipality submits its levy to the conservation authority throughout the year on a staged basis. Formerly, the participating local municipalities submitted their payment by the end of the fiscal year, and there was occasional delay of the submissions.

The issue for concern has been the local municipality membership representation on the Hamilton Region Conservation Authority. Before Bill 155 was passed, the Authority had 23 members, of whom 20 were appointed by participating municipalities and 3 represented the Province. The composition of membership was based on a formula outlined in the Conservation Authorities Act. Since the introduction of regional government resulted in the amalgamation of certain municipalities, the membership on the Authority was reduced from 23 to 19 (15 from the Regional Municipality of Hamilton-Wentworth appointed by the Region, 1 from Puslinch Township, and 3 from the Province).

The Halton Region Conservation Authority is in the north-eastern part of the Regional Municipality of Hamilton-Wentworth. There are two appointments from the Hamilton-Wentworth Region on the Halton Region Conservation Authority: one representative from the Town of Dundas, and one representative from the Township of Flamborough. The two representatives are chosen by the respective Area Municipalities, and the appointments are ratified by the Regional Council. Before the establishment

of the Hamilton-Wentworth Regional Municipality, there were three representatives from this area on the Halton Region Conservation Authority: one from Waterdown, one from East Flamborough, and one from West Flamborough.

With the establishment of the Regional Municipality of Hamilton-Wentworth, among the various amalgamations were the amalgamation of East and West Flamborough, and Waterdown, and the enlargement of the boundaries of the Town of Dundas. One result of these amalgamations and Town boundary enlargements is that a part of the Town of Dundas now is within the Halton Region Conservation Authority watershed. Therefore, the Town of Dundas today has a representative on the Halton Region Conservation Authority, whereas before regionalization it did not. In summary thus, representation from Hamilton-Wentworth on the Halton Region Conservation Authority has dropped from three to two.

Before the establishment of the Regional Municipality of Hamilton-Wentworth, there were four representatives from the old county on the Niagara Peninsula Conservation Authority: one from Saltfleet, one from Bimbrook, one from Glanbrook, and one from Ancaster. Since regionalization, today representation from Hamilton-Wentworth on the Niagara Peninsula Conservation Authority is as follows: one from Stoney Creek, two from Glanbrook, and one from Ancaster. The appointments are suggested by the lower-tier municipalities, and are ratified by the Regional Municipality. The financial contribution is made from

the Hamilton-Wentworth Regional Municipality to the Niagara Peninsula Conservation Authority.

The Grand River Conservation Authority, before the establishment of the Hamilton-Wentworth Regional Municipality, had the following representatives from the old county: two representatives elected harmoniously by Glanford, Ancaster, and Beverly Township. Since regionalization, there are still two representatives: one from Ancaster, and one from Glanbrook.

Success of the Ontario Conservation Authorities is based on the local support and financial contributions of member municipalities. Representation on an Authority therefore must reflect the nature of the area itself, particularly urban and rural communities; a geographically unbiased representation is mandatory. At present, the Regional Municipality does not have to, on a legislative basis, consider a geographic distribution in its appointments to the Conservation Authority. Fortunately, the Regional Municipality has continued the practice of geographic representation. The Conservation Authority would like to see this presently informal practice formalized by means of a legislative change, which would define the geographic basis of authority representation.

Furthermore, the Authority supports the continuation of citizen membership, and acknowledges the important contribution citizen members make to the Authority.

The Hamilton Region Conservation Authority has requested in its brief of November 30, 1977, that a Task Force be established with the Regional Municipality to review common concerns. One such concern was outlined above, and deals with the geographic distribution of Authority members. Another concern that the Task Force could examine is what the Authority presently feels is a confused definition of approval procedures. For example, there presently seems to be considerable confusion and uncertainty as to what government level is responsible for permits, as, say, for physical undertakings. Should Authority staff go to the Regional Municipality or to the Area Municipalities for a permit for a physical undertaking? It seems that considerable staff-time is wasted in identifying the right agency responsibility for different activities.

## Royal Botanical Gardens

The Royal Botanical Gardens encompasses about 2,000 acres located partly in Hamilton-Wentworth Region and Partly in Halton Region. It is an agency of the Ministry of Culture and Recreation run by a Board of Directors. In addition to its more obvious and well-known function as a provider of passive recreation, it also has a mandate to serve as a scientific, educational and cultural institution. More specifically, its objects and purposes (as quoted from its 1975 Annual Report) are:

To develop, assemble, document and maintain living collections of cultivated plants and related biological resources.

To maintain extensive nature preserves and to protect specific environments and such flora and fauna as may be of special value as parental stocks or may be in danger of extinction.

To exhibit such resources in gardens and in the arboretum or other cultivated and natural areas, in museums and galleries, for the edification and enjoyment of the public.

To conduct biological research, particularly in the development, propagation and management of plants and their environments, also in floristic studies and allied areas of biological science; and to prepare and distribute publications relating to the foregoing.

To act as an information resource centre relating to the plant sciences, the amenities of horticulture and to the understanding of natural phenomena and to conduct educational programmes at all levels appropriate to the above, including extension activity throughout the Province of Ontario.

To develop supporting services such as herbarium, library, conservatory and service greenhouses and propagating facilities appropriate to the educational and scientific programme.

To co-operate with kindred institutions of learning, research and extension on matters pertaining to biological science, horticulture, landscape design, floral art and other related pursuits and responsibilities appropriate to a botanical garden.

As the above statements indicate, the activities of the Royal Botanical Gardens are very extensive. It maintains and improves the flower and plant gardens, maintains and improves natural areas within its boundaries as a conservation function; provides tours; operates a weather station; engages in scientific programs including taxonomy, plant protection, breeding and evaluation, plant documentation and collection. It engages in exchanges of plant material throughout the world, and maintains an extensive horticultural and slide library. Its education and service program include courses on a variety of horticultural, plant- and nature-related topics. It provides interpretive walks, field studies and a nature interpretive center, all of which are extensively visited by school groups throughout the region and beyond. Its Outreach Department provides lectures, demonstrations and workshops throughout the Province, and its staff serve as consultants on a variety of horticulture-related matters. Additionally, the Gardens' staff teaches specialized courses at various colleges and universities throughout the Province.

Because the Royal Botanical Gardens is an independent institution, its internal operations, in terms of programs and staffing, have not been affected by the introduction of regional

government.' However, both the composition of the Board of Directors and the sources of funding have changed since 1974.

Prior to 1974, there were eleven local government appointees to the Board as follows:

3 appointed from Hamilton Board of Park Management

3 citizens appointed by Council, City of Hamilton  
and the Mayor ex officio

1 citizen appointed by Council, Town of Dundas

1 citizen appointed by Council, Township of West Flamborough

1 citizen appointed by Council, Town of Burlington

1 citizen appointed by Council, Halton County.

The Board now consists of 19 members. Nine are municipal appointees, one is the President of McMaster University, one is appointed by the Lieutenant-Governor and one is appointed by the Ontario Minister of Food and Agriculture. These twelve board members make seven additional appointments to the board.

The municipal appointees are allocated as follows:

3 councillors appointed by Hamilton-Wentworth  
Regional Council

3 citizens appointed by Hamilton-Wentworth Regional  
Council

1 citizen or councillor appointed by Halton Regional  
Council

1 councillor appointed by Burlington City Council  
1 citizen appointed by Burlington City Council.

New legislation is now in the process of being drafted. Changes in the act will affect the nature of provincial appointments to the Board, since the provincial jurisdiction for the Royal Botanical Gardens has passed from the Ministry of Colleges and Universities to the Ministry of Culture and Recreation. However, this change is independent of the advent of regional government.

In addition to a change in the composition of the Board, there has also been a change in the sources of funding since regionalization. In 1972, civic support was obtained from Hamilton, Dundas, Wentworth County, Halton County and Burlington. Since 1974, the civic support has been received from Hamilton-Wentworth Region, Halton Region and Burlington. In all years support was also received from the appropriate branch of the provincial government. (See Appendix M for a more detailed description of the funding).

The grants received from the Regional Municipalities and the City of Burlington are used only for operation and maintenance purposes; development, scientific and educational programmes are funded by grants received from the Ontario Ministry of Culture and Recreation.

Given the nature of its programs and the extensive use made of the Gardens by the residents of the region, particularly noticeable in terms of its Outreach program and school trips to the site, there is no question that local government support should be provided by the Region; likewise, its location partly in Burlington means that the Halton Region and the City of Burlington should continue to make grants to the operation and maintenance of the gardens.

It is recommended, as well, that the Royal Botanical Gardens continue as a special purpose body rather than coming under the direct control of any Municipal Authority.

- (1) In part, this is a purely practical recommendation - the diversity of groups from which it receives funding would make it difficult for it to be properly placed under any one authority.
- (2) Its mandate is so broad, both spatially and in terms of its object and purposes, that it would be inappropriate to place it under the jurisdiction of any one municipal government.
- (3) The Royal Botanical Gardens has an obligation to horticulture and conservation. Its policies should not be dictated by that which is politically acceptable.

(4) While it is not accountable to any other body, the Royal Botanical Gardens must justify itself to various outside agencies in order for it to continue receiving funding.

## Hamilton Philharmonic Orchestra

The Hamilton Philharmonic Orchestra (legally the Hamilton Philharmonic Society, Inc.) is run by a 26 member Board of Directors, consisting of one member of Hamilton City Council, one member of Hamilton-Wentworth Regional Council, and 24 volunteer members. The Board is responsible to the members of the Philharmonic Society.

In 1976, in addition to 12 "Concert Hall" performances at Hamilton Place, the orchestra gave 334 in-school concerts and clinics and 86 other concerts. Among the latter were 3 children's matinees, 6 university concerts and 14 on-location concerts in hospitals, senior citizens' homes, libraries and other locations in the community.

Prior to 1974, local government support was obtained from the city, with a small additional grant coming from Wentworth County. Since 1974, local funding grants have come from the Region, though these grants represent no more than 10% of the revenue of the Philharmonic in each of the last four years. (See Appendix N for a more detailed financial statement).

Between 1974 and 1976 the Region's contribution to the Philharmonic was fairly stable, representing about 7% of the total income of the Philharmonic. However, prior to 1974, the City's grant to the Philharmonic represented about 10%. Thus,

the increase in the Region's contribution, from \$74,000 in 1976 to \$107,000 in 1977, represents a catch-up amount, rather than a real increase.

School performances are provided throughout the Region and Burlington. While the School Boards purchase the services of the orchestra for these concerts, the charges do not cover the actual costs; the excess costs are covered by general revenue.

We recommend that under the current system of government in the Region that the Hamilton Philharmonic continue to receive its local funding from the Region; a switch to single-tier government would of course basically mean that the status quo is maintained. From the point of view of the Hamilton Philharmonic, one versus two tier government is to some extent irrelevant, as it is only dealing with one tier, the upper one, at the moment and would continue to do so under either system.

We also recommend that the Hamilton Philharmonic Society Incorporated should remain as a special purpose body. We make this recommendation for a number of reasons:

- (1) A careful inspection of the sources of revenue for the Philharmonic will indicate that revenue for the Philharmonic comes from a variety of sources. Earned income constitutes between 35 and 40% of their revenue. Grants, which since 1972 have represented between 30%

and 45% of their budget, come from three sources,- Hamilton City Council prior to 1974 and Regional Council since then; the Canada Council; and the Ontario Arts Council - of which the Region's contribution is the smallest percentage. Finally, approximately 20% of its income is derived from donations. The ratio of donations to grants by Regional Council is consistently greater than 2 to 1.

- (2) The extensive nature of its operation suggests the Philharmonic requires a large board with special expertise (it has five Vice-Presidents whose domains range from programming to five-year planning.)
- (3) The members of the Board of the Philharmonic, because of their positions in the community, are effective at raising the donations which are an important part of the Philharmonic's income. The volunteer members of the Board might be reluctant to serve on a Board appointed by and directly responsible to a Committee of a Municipal Council.
- (4) In times of restraint, the arts are often the first to suffer financially, and the policies of the Hamilton Philharmonic should not be dictated by what is politically acceptable.

## Art Gallery of Hamilton

The Art Gallery of Hamilton is a private, non-profit corporation governed by a 26 member Board of Management. Of the 26 Board members, 2 are appointed by Hamilton City; the remaining 24 are elected from among the membership of the Gallery. The Board is an autonomous organization which is not accountable to any higher level of government.

In 1972, civic financial support for the Gallery was obtained mainly from the City of Hamilton (\$39,000); a small grant (\$750) from Wentworth County was also provided. Following the introduction of regional government the source of civic support switched from the City to the Region. (An itemization of additional funding sources may be found in Appendix O.)

In July 1977 the Art Gallery moved from its original 14,000 square foot home to a new building of 77,000 square feet in downtown Hamilton. As a result of the increased size of the gallery the staff has increased from 12 to 18 and the additional space has allowed an increase in the types of services it can offer to the public. The marked increase in revenue for the Art Gallery in 1977 occurred because of the move to a new facility and the resulting expanded services.

These services include free concerts, lectures and workshops; general popular programs on the visual arts, such as a series on buying art for new collectors; film showings at noon; an art rental program and a Gallery shop from which proceeds go towards art acquisitions. The Gallery has been able to improve its outreach and educational programs as well. Students at some schools may now obtain credit for art courses taken at the Gallery, and volunteers go to schools before school visits to show slides and discuss the art students will be seeing on their Gallery visit. The Gallery has also become involved in Canadian Studies Programs in the schools, and is able to accomodate more school visits, thanks to its increased space. (Some of these visits are from Burlington; however, unlike visits from schools in the region, Burlington school visits are not preceded by an orientation lecture in the school being put on by the Gallery). These changes occurred as a result only of the move to a larger building; the Director has stated that these changes did not occur because of the introduction of regional government.

At present, the Art Gallery receives its grants from a variety of sources, though the Region has been the single largest provider of funds (just over 50% in 1977). Nevertheless, we recommend that the Art Gallery of Hamilton continue to function as a special purpose body for the following reasons:

- (1) While its autonomous nature means it is not accountable to outside agencies, its performance must justify the continuation of grants, and in this sense it is accountable.
- (2) It has never been suggested that public art galleries are a money-making proposition; they exist to educate the public, to collect paintings as an archival function and to provide pleasure to the members of the community. Since in times of fiscal restraint the arts are often the first area to lose support, the possibility exists that if the Gallery loses its autonomy its operations would be curtailed or amended.
- (3) The Art Gallery's obligations as an institution are to serve its patron and the artistic community, rather than to do that which may be politically acceptable.

If the present two-tier system of government is retained, it is recommended that funding continue to be provided by the Region, since it is clear that the Art Gallery of Hamilton - despite its name - is really a regional resource. In 1976, 21% of its members were from outside the City of Hamilton; no figures on the percent of visitors from outside the city are available. However, the Gallery's involvement with the schools, in terms of school trips to the Gallery and volunteers from the Gallery going to the schools to prepare children for their

visit, extends throughout the region. Of course, should single-tier government be introduced, the Art Gallery should continue to receive funding from the Region. If some alternate arrangement for municipal government is introduced, the Gallery would be justified in seeking funds from Hamilton and the other Area Municipalities, however they may be organized.

It is also recommended that the civic appointments to the Board be made by Regional Council, rather than City Council, as is now the case.

## Hamilton Place

The Hamilton Performing Arts Corporation Inc. was established in 1972 under the City of Hamilton Act to administer the affairs of Hamilton Place. The latter began operation in 1973 as an entertainment facility which provides a wide spectrum of forms of art and entertainment. It consists of two theatres, one seating 2100 people and one seating 400. In addition, it has five meeting rooms which it rents to groups wishing to use them.

As well as being the home of the Hamilton Philharmonic Orchestra, Hamilton Place is the location for the presentation of plays, ballet, mime and concerts presenting a wide variety of types of music.

The Board of Directors of Hamilton Place is appointed by City Council. At present, there are 9 members of the Board: 4 are members of City Council and 5 are citizen members of the Board. From time to time, the Board requests a change in its size. It had previously been 7 (3 Councillors and 4 citizens); it will soon submit a request to increase its size to 13 by adding 2 more Councillors and 2 more citizens. It is an independent corporation which must justify its operation to Hamilton City Council, from whom it receives civic grants. As Hamilton Place has received grants from and is accountable to Hamilton City Council from its inception, the introduction of regional government has not affected its operations in any way.

However, it is clear that Hamilton Place does serve the population of the entire Region, and we therefore recommend that if a two-tier system of government is to continue, it would be appropriate if the responsibility of supporting Hamilton Place were transferred from the City to the Region. In turn, of course, Hamilton Place would become accountable to the Region, and Regional Councillors would replace City Councillors on the Board of Directors. From the point of view of Hamilton Place, the question of one versus two tier government is irrelevant; at the moment, Hamilton Place is dealing with only one tier, and we recommend, whichever level it is, it should continue to deal with only one tier.

We also recommend that Hamilton Place continue to function as a special purpose body. There are several reasons for this.

- (1) Unlike some other, similar facilities, Hamilton Place books its presentations, rather than merely serving as a hall which entertainment groups may rent. This policy, along with its relative freedom from municipal control, is an asset, for it allows the Corporation to book events which cater to a wide variety of tastes. In doing so, it is able to provide entertainment for the minority as well as the majority.
- (2) Hamilton Place's booking policy described above casts Hamilton Place in the role of a supporter of the arts,

a role which is appropriate for such a facility. As a Committee of Council, it might prove difficult for Hamilton Place to retain this role.

- (3) While Hamilton Place is not actually accountable to Hamilton City Council, it must justify its operation in order to continue receiving grants.

Canusa Games Committee

The Canusa Games Committee is an independent organization whose function is to administer an exchange program between Hamilton and Flint, Michigan. The program includes athletic games (there are now 24 teams); team members live in the homes of residents of the host city. The Committee incorporated as of late 1977; prior to that it was an informal organization. It has no official relationship with the City of Hamilton, though it does work closely with the City Council and receives monetary support and the free use of city facilities. It is governed by a 12 member Board of Directors, the members of which are all volunteers.

The games are held in alternate years in Hamilton and Flint, Michigan, a fact which the budget reflects. (Because of the donation of facilities by the City of Hamilton, it costs less to host the games than to transport the teams to Flint. Visitors from Flint stay in the homes of Hamilton residents, and the team coaches are volunteers.) At the moment, the vast majority of events, when Hamilton is the host city, occur within the City, since it has most of the adequate facilities in the Region.

Teams for the games are chosen through trials which are open to anyone listed in the Hamilton Telephone Book. About 80% of the competitors come from the City of Hamilton.

We recommend that the Canusa Games Committee retain its status as an independent body and continue to receive grants in money and the donation of facilities from the City of Hamilton. We make this recommendation because the Committee is now totally dependent on volunteer workers and there is some doubt whether people would continue to volunteer for the work of the Committee if it were a Committee of Council.

## OPTIONS FOR MUNICIPAL GOVERNMENT STRUCTURE:

1. "A return to the former system with a City of Hamilton, a County of Wentworth and the local municipalities."

Since the introduction of the Regional Municipality has had a very minimal influence on parks and recreation services provided by municipalities and special purpose bodies, a return to the former system of local government would also not change the situation from the present. However, Bill 155 did introduce a number of decision-making changes in Municipal parks and recreation, in that decision-making now is centered in the political arena, in the Committee of Council format, rather than being made by the former boards. Therefore, if a return to the former system also implies a return to the former predominance of Boards rather than Committees of Council, for decision-making, then once again local government decisions would be less in the political arena than they are today.

Furthermore, it could be argued that there might be a relatively smaller representation by the City of Hamilton on the County Council than is the City's representation at present on the Regional Municipality Council. Thus, special purpose bodies may be faced with a certain measure of risk in the assuredness of their financing. The City of Hamilton, in a County form of local government, quite likely could not finance all the diverse special purpose bodies on its own.

2. "A complete single-tier municipality of Hamilton-Wentworth so that the lower-tier municipalities are abolished."

This option would have variable influences on parks and recreation. For parks administration and, especially, maintenance, this option would have distinct advantages. In fact, this option would facilitate the implementation of parks services that have been recommended in this report. That is, this option would enable parks to be uniformly administered and maintained throughout the region, with quite likely considerable gains due to economies of scale.

With reference to recreation, this option would not be desirable. It has been recommended in this report that recreation is a community service that can be best administered ("delivered") at the neighbourhood scale. This option therefore would work against such neighbourhood sensitivity and scale in recreation service provision. We recognize that not all recreation, of course, is or need be administered at the neighbourhood scale. Some recreation activities are larger in their context: trails and community-wide cultural events, for example. These formats of recreation would benefit by this option for local government. Nevertheless, we suggest that by far the majority of recreation activities are better delivered at the rather humane, neighbourhood scale. Thus, it would be on balance that recreation services would suffer if this option for municipal government structure were to be chosen. These same arguments can be made with respect to the Public Libraries in the Region.

From the viewpoint of special-purpose bodies, this option is acceptable.

3. "Six single-tier municipalities with equal authority so that the upper tier is abolished."

From the context of parks and recreation, this option is not desirable. The only positive element in this option would be that recreation services would continue to be delivered by relatively small-scale units of local government, thus possibly giving some assurance of neighbourhood sensitivity. But this is already the case with the present structure, and would not be a "gain" attributable to this option itself. Also, this single positive element in this option would be, by far, outweighed by the disadvantages.

There could be no region-wide administration of parks and cemeteries under this option. Equipment and staff could not be shared, and no economies of scale achieved. In open-space (as in recreation) planning attempts would have to be made to coordinate the various independent endeavours of each of the single-tier municipalities.

The Conservation Authorities would have to revert to the old county situation of funding from a number of local governments. With the present system, the Conservation Authority's financial collections are very efficient, since it has to deal with only one level of government: the

Regional Municipality. This very distinct gain would be lost if option three were to be instituted.

In a very similar way, special purpose bodies would also have to negotiate for funding with six municipalities, instead of only one (or two). Funding would be precarious. In library administration, the move at present definitely is toward amalgamation of Library Boards. Before the introduction of the Regional Municipality, the different Library Boards in the old County were moving towards amalgamation. A government structure of six single-tier municipalities would mean that each of these units, on its own, could not sustain a library system.

4. An enlarged City of Hamilton to include that area which is presently urbanized or will be in the not too distant future; local municipalities in the rest of the Region might be formed into a new county system or annexed to adjacent counties and Regions."

This option actually consists of two components for consideration: (1) an areally, and quite possibly functionally, bigger City of Hamilton, and (2) for the rest of the Regional Municipality, a return to the County form of government. The second part has, to some extent, already been discussed under option one, except that here it acquires another dimension due to the consideration of an enlarged city.

A physically (and functionally) larger City would be an administrative recognition of reality: the City and its environs are growing - the Region is becoming urbanized and will continue to do so. There is, at present, a dichotomy in the Region between the dominant city and the less dominant rural fringes. Option four would seemingly acknowledge this dichotomy by means of a permanent severance of the two parts. While the rural county in such a situation may gain strength in its adversary relations to the City (which could be construed as an advantage of sorts), a fundamental question is begged: should a city be severed, in terms of local government, from its hinterland with which it will continue in a symbiotic relationship, whatever the form of municipal structure?

From a parks and recreation context, option four is relatively neutral in its connotations. However, it raises some almost philosophical issues of how we see a city and its rural environs, and how our views manifest themselves in government structure. Several positive aspects can be identified in option four, for parks and recreation. Special purpose bodies could negotiate well with a stronger city for funding. If Libraries in the rural county could be amalgamated, another gain could be attributed to option four. Yet, we remain firm in our belief that it is wrong to separate a city from its surrounding region. In fact, it cannot be done: even if the local government reorganization were to attempt it through option four, the economic and social linkages would remain alive.

5. "As (4), i.e., an enlarged City of Hamilton, but with the rest of the Region organized into a rural single-tier municipality."

The discussion from option four applies here as well, with some minor modifications. If anything, the severance of the city from the region would be stronger under option five than it would be under option four.

From a parks viewpoint, option five is acceptable - as such - since it would allow for the implementation of our recommendations that deal with parks, cemeteries, and special purpose bodies. With reference to recreation and libraries, option five would be undesirable, since it would entail centralized administration of a community service which we believe is better provided at the decentralized scale.

6. "Continuation of the present two-tier regional government system with any appropriate modifications in function and in number and size of the various constituent municipalities which would lead to an improved local government system."

Considering all six options, we believe that option six, on balance, is the preferred one. In fact, at present most of the parks and recreation agencies do deal with, what in effect are, single-tiers of government. We also make the observation that where we have in our report recommended centralized, area-wide, administration (such as for parks and cemeteries), this can be achieved within the present two-tier Regional Municipality structure. In fact, the present system has the one overwhelming advantage that it provides for both centralized

administration where needed, as well as de-centralized, lower-tier, administration and delivery of parks and recreation where it is desirable. We find no basic fault with the present system, and recognize that it is flexible enough to allow for the implementation of our recommendations, without the need for drastic structural alternations.

## SUMMARY

1. Description of service:

Parks have been viewed in this study as being essentially land-based physical entities. Recreation services are those services which provide opportunities for leisure time activities. In some instances these recreation services are site specific as in the case of Hamilton Place; in others, such as the Public Libraries, the services transcend the boundaries of place.

Recreation services provided by the Area Municipalities include: swimming, picnicking, recreation, walking, golf and play activities for children, skating in arenas, and baseball diamonds. Parks agencies also commonly manage cemeteries, except in the City of Hamilton where a Cemeteries Department exists, and Ancaster, where cemeteries are managed by the Works Department.

The report entitled "Community Facilities and Services", prepared by the Planning and Development Department of the Regional Municipality of Hamilton-Wentworth in November 1975, provides data on public open space in the region; these data are shown on Table 1 and Table 2 in the body of the report.

Municipal parks and recreation services have, with only very minor changes, remained unchanged due to the introduction of regional government. The few small changes are insignificant, and what changes have occurred tend to be more coincidental with, rather than due to, regionalization.

Library service in the region is currently provided by three separate Libraries, each of which is governed by an independent Library Board. The Hamilton Public Library provides service to the residents of Hamilton, the Dundas Library operates in the Town of Dundas, and the Wentworth Library provides library service to the remainder of the Region.

Prior to regionalization the Town of Stoney Creek had its own Library; this amalgamated with the Wentworth County Library to form the Wentworth Library Board. The Wentworth Library receives its funds from the Region, from contributions earmarked for this purpose by the municipalities served by the Wentworth Library. The other two Libraries in the Region receive their municipal funding from their respective municipal councils. All three Libraries are members of the South Central Regional Library Service; through this service, plus inter-library loans, patrons have access to a collection which far exceeds the holdings of their own Library. Library cards from any one of the three Libraries are honored at the other two.

Because the Libraries are governed by independent Boards, the introduction of regional government has had little effect on the delivery of their service, with the exceptions noted above.

Several special purpose bodies operating within the Region provide recreation services to residents of the Region. These include the Royal Botanical Gardens, the Hamilton Philharmonic, Hamilton Place, the Art Gallery of Hamilton and the Canusa Games Committee. As special purpose bodies, their operation has not been affected by regionalization, with the exception that in some instances the sources of funding have changed, and the composition of their Boards and the manner of appointment to the Board have changed to reflect this change in funding source.

Four committees of Hamilton City Council -- the Special Events Committee, the Concert Committee, the Football Hall of Fame Management Committee and the Historical Sub-Committee -- and one committee of Regional Council -- the Wentworth Pioneer Village Committee -- are also responsible for providing recreation facilities or services within the Region. Except for the fact that responsibility for Wentworth Pioneer Village passed from Wentworth County Council to Regional Council, the introduction of regional government has not affected these committees or their service in any way.

## 2. Decision-making:

Before Bill 155, the common pattern of decisions was through Boards, with relatively extensive dependence as well on Citizen Advisory Committees. Bill 155 was interpreted to mean that decision-making should rest fully in the political arena. Hence, since 1974, decision making for parks and recreation has been by Committees of Council. Where separate Parks and separate Recreation Departments exist (and in the City of Hamilton where there additionally also is a Cemeteries Department), these departments report to the same Committee of Council. Citizen advisory mechanisms still exist in a very much diluted form, but this input in policy-making seems to have been largely eroded away. The length of time for political decision-making has now increased considerably. Civic servants report that it now may take, with the Committee of Council structure, up to four times as long for a decision to be made. The accountability for decisions now is overwhelmingly political. Library Boards and special purpose bodies have remained independent; hence their decision-making functions have not undergone any changes.

Due to their independence, special purpose bodies and the Hamilton and Dundas Library Boards have experienced no changes in their internal decision making functions or in their accountability to municipal government. However, whereas the Wentworth County Library Board used to submit its budget request to Wentworth County Council, the Wentworth Library

Board now submits its budget to Regional Council, which then sends it to the Councils of the appropriate Area Municipalities for comment. Following this, it is then voted on by the Regional Council.

3. The impact of special purpose bodies on the service:

Parks and Recreation agencies within the region operate largely independently, but do coordinate, where there is a need to, their work with the Planning and Development Department. The five percent open space dedication of the Planning Act (Section 35(b), is administered by the Region, but in conjunction with the Area Municipalities.

Under provisions of the Ontario Elderly Persons Centers Act, day care centers for recreation are operated in senior citizen's centers by the Recreation Department in two centers in Hamilton, and at other senior citizens centers in Stoney Creek and Dundas by recreation departments in those municipalities.

The Conservation Authority manages and owns lands for extensive recreation activities. Where suitable, the Authority turns management of parkland to a local municipality, while still maintaining ownership of the land. Conservation Authority lands serve many purposes within a river-basin resources management context, and the recreation uses thus are one of these multiple-purposes.

Private agencies also have a role in the region, and provide arenas, curling rinks, golf-courses, amusement tracks, race tracks, marinas, camping facilities.

For some aspects of recreation services, special purpose bodies are the main provider. The Libraries throughout the Region are administered by independent boards; other facilities run by special purpose bodies include the Hamilton Philharmonic Orchestra, Hamilton Place, the Art Gallery of Hamilton, the Royal Botanical Gardens and the Canusa Games Committee. The unique services provided by these special purpose bodies have helped greatly to enrich the quality of recreation opportunities in the Hamilton-Wentworth Region.

Regional government has not had a noticeable effect on the special-purpose aspect of recreation and parks.

#### 4. Provincial impact on the service:

Parks and recreation planning by the Area Municipalities is related to the official plan considerations for the entire region. To the extent that the centralized, area-wide planning of the Regional Municipality reflects provincial policies, therefore parks and recreation planning by the area municipalities also reflects provincial policy. However, such policies are largely absent, and thus little reflected in day-to-day parks and recreation services. Nevertheless, it is fair

to say that in the last few years, a number of new changes in parks and recreation have been initiated by the province, such as, for example, Wintario grants. However, regionalization has not had an effect on such new provincial impacts for parks and recreation. The Planning Act open space dedication amendment to Section 35(B) now provides for parkland dedication based on population density. If implemented, this could have a marked influence on the efficiency of parkland in urban areas.

With respect to Libraries, the provincial impact is fairly extensive. The Dundas and Hamilton Library Boards are governed by The Public Libraries Act, while the Wentworth Library Board is governed by Ministerial Order. The Province contributes to the Libraries' revenue through direct grants, amounting to \$1.80 per capita, plus an additional \$15,000 grant to the Wentworth Library. The Province also provides all the funding for the South Central Regional Library System, of which the Region's three Libraries are members. The S.C.R.L.S. serves a co-ordinating function for its member Libraries.

At the moment the Province's grants to Libraries are given directly to the Libraries themselves, but some municipalities have expressed the feeling that these grants should be de-conditionalized, and given to the municipalities to distribute as they see fit.

The Art Gallery of Hamilton and the Hamilton Philharmonic Orchestra receive funding from the Ontario Arts Council. The Royal Botanical Gardens is an agency of the Ministry of Culture and Recreation, which provides the funds for its development, scientific and educational programs.

5. Changes in responsibility for the service:

Regional government has not altered municipal parks and recreation costs and funding, except that the former townships of the county, now amalgamated into larger Area Municipalities, can pool their funds. The Hamilton Region Conservation Authority finds it, since regionalization and due to it, much easier to acquire its funds from one single agency (the Regional Municipality) rather than the former nine agencies.

Special purpose bodies and Library Boards, by virtue of their independence, retain responsibility for providing their particular service, though in the case of the Royal Botanical Gardens, the Hamilton Philharmonic and the Art Gallery of Hamilton, the sources of their municipal funding have changed as a result of regional government.

## 6. Recommendations:

- (1) If a one-tier system of local government were established, recreation administration should be decentralized to provide greater contact with local residents.
- (2) Parks should be administered on a region-wide basis.
- (3) If two-tier government is retained, cemeteries should be administered on a region-wide basis.
- (4) Senior citizen centers should be administered as much as possible on a local neighbourhood level.
- (5) If cemeteries are not maintained regionally, then cemetery maintenance should be combined with Parks Maintenance, except in Hamilton, where the Cemeteries Office should be retained.
- (6) The functions of the Historical Sub-Committee of the Hamilton Parks and Recreation Committee and the Wentworth Pioneer Village Committee should be combined at the regional level.
- (7) We recommend that in order to streamline the operation of Hamilton City Council the Concert Committee be dissolved, and its operations come under those of the Special Events Committee.

- (8) The Wentworth Library Board should continue as an independent body whose composition and manner of appointment should remain as it is now.
- (9) The Dundas Library Board should continue as an independent body to which all appointments should be made by the Council of the Town of Dundas. One member should be the Mayor of the Town of Dundas, three should be members of Council and five should be citizen appointees representing a cross-section of the community.
- (10) For the time being the Hamilton Library Board should remain an independent body whose composition and manner of appointment shall be the same as that outlined for the Town of Dundas.
- (11) The Hamilton Library Board should be instructed to make a concerted effort to improve its efficiency; if, after a reasonable time these improvements have not occurred, consideration should be given to making the Library Board a Committee of City Council.
- (12) If the Commission recommends a one-tier system of government, the three existing Boards should be dissolved and a new one established. All appointments to this Board should be made by Regional Council. The Board should be composed of the Chairman of the Region, two Regional Councillors from Hamilton, one each from Dundas and the area now served by the

Wentworth Library, and five citizen appointees.

- (13) Conservation Authorities within the Region should remain as a resource management agency defined along water basin boundaries.
- (14) Representation on conservation Authorities should continue to reflect the spatial distribution of the population within the area; its members should represent a cross-section of the community. This should be formalized as an amendment to Bill 155.
- (15) The following special purpose bodies should remain independent: the Conservation Authorities, Hamilton Philharmonic Orchestra, the Art Gallery of Hamilton, the Royal Botanical Gardens, Hamilton Place and the Canusa Games Committee.
- (16) Civic appointments to the Board of the Art Gallery of Hamilton should be made by Regional Council.
- (17) Responsibility for supporting Hamilton Place should pass from Hamilton to the Region, and the Region should appoint the civic representatives on the Board.



## APPENDICES

- A. Town of Ancaster Recreation Department
- B. Town of Dundas Parks Department and Recreation Department
- C. Township of Flamborough Arenas and Recreation Department
- D. Township of Glanbrook Recreation Department
- E. City of Hamilton Parks Department and Recreation Department
- F. Town of Stoney Creek Recreation and Parks Department
- G. Hamilton Historical Sub-Committee
- H. Hamilton Special Events Committee
- I. Canadian Football Hall of Fame Management Committee
- J. Dundas Public Library
- K. Hamilton Public Library
- L. Wentworth Library
- M. Royal Botanical Gardens
- N. Hamilton Philharmonic Orchestra
- O. Art Gallery of Hamilton
- P. Hamilton Place
- Q. Canusa Games Committee



APPENDIX A.

Town of Ancaster  
Recreation Department



TOWN OF



ANCASTER

300 WILSON STREET EAST, ANCASTER, ONTARIO L9G 2B9 - TELEPHONE 648-4401

January 4, 1978

Mr. R. Jaakson,  
83 Van Dusen Blvd.,  
Toronto, Ontario  
M8Z 3G2

Dear Mr. Jaakson,

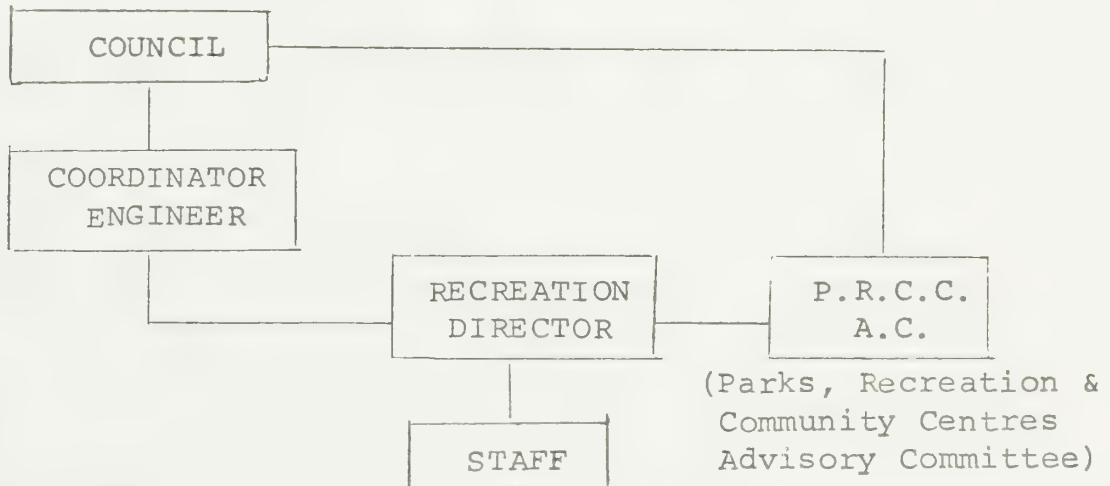
With regards to our meeting of December 9, 1977, please accept the following as the data requested from the Municipality of Ancaster, regarding Parks & Recreation, question by question.

1. Organization/Structure/Legislation of Parks & Recreation

There has been no change to the above due to Regional Government.

The Town has at present and throughout the past elected residents to sit on the Parks, Recreation and Community Centres Advisory Committee to work with the Director of Recreation.

Parks & Recreation Organization Chart



continued.....2

Mr. R. JaaksonJanuary 4, 19782. Description of Parks & Recreation Services & Facilities

## (a) Before Regional Government

Prior to Regional Government the Town controlled 6 Community Centres, 15 Parks and operated sufficient recreation programs to meet the needs of the Ancaster residents at that time.

## (b) After Regional Government

The Town controlled 7 Community Centres and 18 Parks and again operated sufficient programs to meet the needs of the citizens to date.

The Lynden Arena was owned by the Town of Ancaster prior to Regional Government. However it was operated and administered by a Board of Directors. Once Regional Government was in effect all administrative boards were disbanded and the Town took over the operation and administration of the Community Centre. This was in effect a result of Regional Government, however it was to the benefit of the users because the facility was constantly lacking improvements under the Board.

The reasons for the increase in parks after Regional Government was due to a 5% Land Dedication from developers for the purpose of Park Lands (no bearing on Regional Government).

3. Staff Comparison of Before and After Regional Government, with Reference to:

## (a) Qualification and job description -

There were no changes made to job qualification, however because the Town took over the administration and operation of Lynden Arena, the job description of the Arena Manager at Spring Valley Arena in Ancaster was increased.

## (b) Numbers - Prior to Regional Government

There were 3 full-time recreation staff and 5 full-time park maintenance staff.

After Regional Government

1 more staff was hired to operate Lynden Arena.

continued.....3

Mr. R. JaaksonJanuary 4, 1978

(c) (d) (e) & (f) - There were no significant changes to these Items before or after Regional Government.

#### 4. Budgets, Parks & Recreation for 1972

1.	Recreation	\$ 26,200
2.	Recreation Grants	2,400
3.	Swimming Pool	16,385
* 4.	Town Hall	3,950
5.	Spring Valley Arena	47,496
6.	Park Development	3,500
7.	Park Maintenance	24,855
	Total - 1972	\$124,786

\* Item 4 does not include any revenues from the various Recreation Programs e.g. Swimming Pool, Arenas, Community Centres or registration for the various Recreation programs.

#### Budgets, Parks & Recreation for 1975

1.	Recreation	\$ 55,205
2.	Grants	19,068
3.	Pool	26,213
* 4.	Town Hall	7,840
5.	Carluke Hall	1,400
6.	Ancaster Senior Achievement Centre	12,920
7.	Parks Development	4,200
8.	Spring Valley Arena	67,523
9.	Lynden Arena	39,226
10.	Park Maintenance	34,120
	Total - 1975	\$267,715

#### Budgets, Parks & Recreation for 1976

1.	Recreation	\$ 60,956
2.	Grants	18,950
3.	Pool	23,911
* 4.	Town Hall	6,053
5.	Carluke Hall	1,589
6.	Ancaster Senior Achievement Centre	17,132
7.	Parks Development	10,250
8.	Spring Valley Arena	97,008
9.	Lynden Arena	44,082
10.	Park Maintenance	41,855
	Total - 1976	\$321,786

continued.....4

Mr. R. JaaksonJanuary 4, 1978Budgets, Parks & Recreation for 1977

1.	Recreation	\$ 57,742
2.	Grants	33,809
3.	Pool	23,777
* 4.	Town Hall	8,325
5.	Carlake Hall	1,989
6.	Ancaster Senior Achievement Centre	33,475
7.	Park Development	2,175
8.	Spring Valley Arena	96,459
9.	Lynden Arena	49,956
10.	Park Maintenance	43,993
	Total - 1977	\$351,700

5. Delivery of Parks & Recreation Services Best Delivered at a Local Level

- Swimming Instruction, Recreational Swimming
- Arena Programs & Rentals
- Playground Programs
- Tennis Programs (Recreational & Instructional)
- Operation of Local Community Centres
- Lawn Bowling
- Men's & Women's Fitness Programs
- Badminton Programs
- Children's Programs
- Craft Programs
- Day Camp Programs
- Canoeing
- Outtripping Programs

And many more are best delivered at a local level. There is no one Town or one Community or one Survey that have the same recreational needs. Only people directly involved with that Town, Community or Survey can attempt such needs.

Local Parks and Recreational services can provide a need for an individual, group or community, faster, more efficiently and more economically.

Parks and Recreation Services Best Delivered at the Regional Level

Conservation lands which can provide nature courses, cross

Mr. R. Jaakson

January 4, 1978

country skiing and day camps.

They have the funds and the land to provide these services more effectively.

6. Time for Decision-Making, and Time for the Delivery of Services

- Changes due to Regional Government

As far as parks and recreation services there have been no changes to decision making except for Lynden Arena. An administrative board used to make the decisions on its operation and now Town Council is in complete control of the Arena operation.

- Comparison of Before and After Regional Government

The only change to parks and recreation decision making and delivery of services was due to Bill 155, paragraph 136 (the Dissolution of Boards) to administer Parks and Recreation facilities.

I hope the above information is what you require. If you have any further questions, please don't hesitate to contact me.

Yours truly,



PGK/rs

Phillip G. Kelly,  
Recreation Director.



APPENDIX B.

Town of Dundas

Parks Department and Recreation

Department





## Dundas Recreation Department

December 14th, 1977

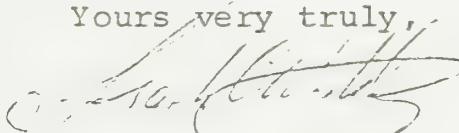
Mr. Jackson,  
83 Van Dusen Blvd.,  
TORONTO, Ontario.  
M8Z 3G2

Dear Mr. Jackson:

Enclosed is my report on the questions asked in regards to Recreation.

I would be pleased to discuss any of the material if you need to.

Yours very truly,

  
Frank C. Westoby,

Director of Recreation.

FCW/ka  
Encl. 1.

11/15  
The Budget Form enclosed the answer  
to your question about the cost of  
operating the new facility  
in the amount of \$10,000.00.

December 14th, 1977

Report to: Mr. Jackson of Mryra Schiff Consultants Ltd. and Ecologistics Ltd.

From: Mr. Frank C. Westoby  
Director of Recreation,  
Town of Dundas,  
Dundas, Ontario.

---

#1. (a) Dundas Community Centre Board and Recreation Committee.

D.C.C.B. was set up in 1949 to operate the Dundas Arena. Recreation By-law passed by Council in 1955. Set up under the old Community Centres Act and the original Recreation Act, all of which was part of the Education Ministry at one time. Committee 5 appointed Citizens and 2 Councillors appointed each year by Council. No renumerations at all.

Committee chairman, various members of the Committee had operation duties, all worked with the Director and eleven monthly meetings were held on a regular basis and special meetings held as necessary.

Committee set up various separate advisory Committees, such as to look after the Volunteer operation of the Community Centres other than the Arena. ie - Martino Memorial Park (Little League)  
- Edwards Memorial Park (Kinsmen)

The Department kept its own books as to accounting and all record of minutes. Correspondence etc. We had our own bank accounts, kept pay records, issued pay cheques, and did a full set of bookkeeping. (3 sets of accounts).

1. Dundas Arena.
2. Dundas Recreation Committee.
3. Dundas Arena Concessions.

Had all accounts passed by this Committee. The Treasurer was a member of the Committee. The Chairman was an alternate signer. The Director was also a signing authority.

We as a Committee presented a full Budget, both Revenue, Expenditures, and Capital Cost to the Council and lived within the budget approved. The Tax Grant was drawn as funds permitted, this being at times when the Town did not need to borrow for current use.

(b) Our organization changed very littled as to staff duties and responsibilities for the top staff. The bookkeeper changed as we do not keep the 3 sets of books, only the Dundas Arena Concession, now called concessions, and the Treasurer and the Mayor sign the cheques. We balance the books. All pay records, invoices etc., are turned into the Town Hall.

Payroll is a little more time consuming now with the Town system than with our one write system previously used.

Purchase orders have been added. Permits and various forms have been added. There is more paper now. This reflects the systems in use by the Town Hall.

.... continued

#1. (b) cont'd.

As to structure the change is that we have a Committee of Council and all policies are now set through Council.

The legislation is really much the same except for one or two changes that I don't think Regional Government had anything to do with. Only the Provincial government.

#2. Recreation.

(a) I believe most of this information is in section #1. Citizens members were more objective at this stage and the members were not elected.

(b) Very little change except the amount of services as elected representatives are more easily reached in the two tier system. These are also the ones who provide the budget so if they say do this they have to vote to provide the money.

(c) Pressure groups get more response, that is one change. The other is there is better planning now for long term use and service level is higher.

#3. (a) No change in administration, but the unionization of other staff has increased the cost and made some changes in job duties allowed under the union contract.

(b) None.

(c) They have increased, but much of this could have come anyway. Administration has not increased out of the normal for other areas.

(d) This may have fallen off a bit and will fall off a lot more if we go to a single tier. The further we get away from the user, the more they will demand to be done for them.

(e) This has not changed by the formation of Regional Government only by Provincial regulations, and if anything we have more part-time staff as the Council does not want more full-time employees.

(f) Very much the same. A little different in contacting some regional departments as opposed to dealing with our own Water, Engineering, etc.

#4. Recreation only..

	Revenue	Expenditures	Net Cost Taxes
1972	\$125,900.00	\$256,213.00	\$128,313.00
1975	171,084.00	455,801.00	284,717.00
1976	180,687.00	491,884.00	311,197.00
1977	180,650.00	534,114.00	353,464.00

....continued

#4. cont'd.

Please note 1972, 1975, 1976 are actual figures. 1977 is the budget estimate for the year. We know that Revenues are ahead of budget and we expect that Expenditures are below but final accounting is not available at this time.

#5. Recreation.

(a) Direct contact with the user and the organization who provide the baseball, hockey, soccer, etc.  
More volunteers in small programs as well as serving a minority element.

(b) I see no advantage to Recreation services being at the Regional level, except more money may be available, however this may not be spread on an equal basis with a larger department.

#6. Some decisions are slower now because of the Committee. Council process time delay is 20 to 30 days depending on the type of decision. This is after Regional Government.

Capital decisions are faster now with Regional Government because of the policy laid down and when followed this gives the ground rules. In summation the delivery of Recreation Services have been at a slightly higher level, but over all no real change has resulted. However if we went to one tier I am sure the remoteness would be felt and the cost of services would increase by 15% to 20% as we try to provide the lower user fee basis used in Hamilton.



CORPORATION OF THE TOWN OF DUNDAS

PARKS DEPARTMENT

TOWN HALL, DUNDAS, ONTARIO L9H 2P8

December 21st, 1977.

Mr. R. Jackson  
83 VanDusen Blvd.,  
Toronto, Ontario.  
M8Z 3G2

Dear Sir:

Please find enclosed information requested at our meeting on December 9th, 1977. I have tried to answer all items requested on the data sheet. However, some items cannot be supplied since a lack of information exists.

If you have any questions, concerns, comments or suggestions please contact this office.

Yours Truly

Jay C. Kivell, N.P.D.

Parks Manager

Cemetery Superintendent

JCK:rwp



## CORPORATION OF THE TOWN OF DUNDAS

PARKS DEPARTMENT

TOWN HALL, DUNDAS, ONTARIO L9H 2P8

DUNDAS PARKS DEPARTMENT

1976	-	Full Time Employees (Died in Oct.)	-	1 Parks Manager	\$15,278.00/yr.
			-	1 Parks Superintendent	11,383.00/yr.
			-	1 Parks Clerk	9,105.00/yr.
			-	1 Lead Hand	6.22/hr..
			-	1 Light Equipment Operator	5.79/hr..
			-	1 Groundskeeper	5.63/hr..
		(hired in Sept.)	-	1 Light Equipment Operator	5.63/hr..
		(May to Sept. from Rec.)	2	Light Equipment Operators	5.63/hr..
	-	Casuals	-	8 averaging 14 weeks (\$2.75 1st yr., \$2.90 2nd yr., \$3.00 3rd yr.	
1977	-	Full Time Employees (1 to Arena in Nov.)	-	1 Parks Manager	\$17,485.00/yr.
		(To Arena in Nov.)	-	1 Parks Clerk	10,336.00/yr.
		(May to Sept.)	-	1 Lead Hand	6.64/hr..
			-	2 Light Equipment Operators	6.21/hr..
			-	1 Groundskeeper	6.05/hr..
	-	Casuals	-	1 Light Equipment Operator	6.21/hr..
			-	8 Averaging 14 weeks (\$2.85 1st yr., \$3.00 2nd yr., \$3.10 3rd yr.	

\*All employees except the Parks Manager, Parks Superintendent and Casuals joined C.U.P.E. when reorganization took place.



## CORPORATION OF THE TOWN OF DUNDAS

PARKS DEPARTMENT

TOWN HALL, DUNDAS, ONTARIO L9H 2P8

GROVE CEMETERY

*1972	-	Full Time Employees	-	1 Cemetery Superintendent	\$6,500.00/yr.
			-	1 Light Equipment Operator	3.49/hr.
			-	1 Worker	3.39/hr.
	(C.U.P.E. May to Sept.)-		-	1 Cemetery Worker	3.39/hr.
	-	Casuals	-	1 Casual	
1973	-	Full Time Employees	-	1 Cemetery Superintendent	\$
			-	1 Light Equipment Operator	4.04/hr.
			-	1 Cemetery Worker	3.93/hr.
	-	Casuals	-	1 Casual	
1974	-	Full Time Employees	-	1 Cemetery Superintendent	\$8,400.00/yr.
			-	1 Light Equipment Operator	4.36/hr.
			-	1 Cemetery Worker	4.24/hr.
	-	Casuals	-	1 Casual	
1975	-	Full Time Employees	-	1 Cemetery Superintendent	\$9,918.00
			-	1 Light & Heavy Equip. Operator	5.09/hr.
			-	1 Cemetery Worker	4.95/hr.
	-	Casuals	-	2 Casuals averaging 14 weeks	\$2.65 & \$2.90/hr.
1976	-	Full Time Employees	-	1 Cem. Supt. (retired Apr.)	\$11,383.00/yr.
			-	1 Lead Hand	6.22hr.
			-	1 Light & Heavy Equip. Operator	5.79/hr.
	(Retired Oct.)		-	1 Cemetery Worker	5.63/hr.
	-	Casual	-	1 for 14 weeks	2.75/hr.
1977	-	Full Time Employees	-	1 Lead Hand	\$6.64/hr.
			-	1 Light & Heavy Equip. Operator	6.21/hr.
	(May to Sept.)		-	1 Light Equipment Operator	6.21/hr.
	-	Casuals	-	1 for 14 weeks	2.85/hr.

\*C.U.P.E. employees except Cemetery Superintendent &amp; Casuals



## CORPORATION OF THE TOWN OF DUNDAS

PARKS DEPARTMENT

TOWN HALL, DUNDAS, ONTARIO L9H 2P8

### Organization/Structure/Legislation

Parks: 1886 - 1920 - Dundas' Park was administered by a Park & Property Committee

1920 - 1973 - Dundas' Parks were administered by a Parks Board appointed by Council (Public Parks Act)

1974 - Present- Dundas' Parks are administered by the Parks, Recreation, Cemetery & Community Centre Committee of Council

### Cemeteries:

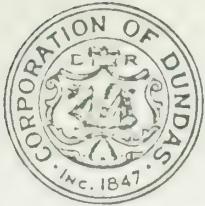
1854 -

- 1973 - Grove Cemetery was administered by the Cemetery Board of Council (Cemeteries Act)

1974 - Present- Grove Cemetery and abandoned Cemeteries are administered by the Parks, Recreation, Cemetery & Community Centre Committee

Dundas Parks Department is responsible for the administration, development, operation, maintenance of all municipally owned Parks & Cemeteries. In addition the Department maintains all recreational facility grounds for the Recreation Department.

- 1973 - 124.914 Acres Active Parkland - 9 Parks
- 3.416 Acres Passive Parkland - 3 Parks
- 1 privately owned - Publicly used & maintained Park
- 7 Wentworth County Board of Education maintained school grounds - under contract



## CORPORATION OF THE TOWN OF DUNDAS

PARKS DEPARTMENT

TOWN HALL, DUNDAS, ONTARIO L9H 2P8

1974	-	145.664	Acres Active Parkland - 10 Parks
	-	3.416	Acres Passive Parkland - 3 Parks
	-	19.9	Acres Recreational Facility Grounds - 3
	-	14.38	Acres Cemeteries /active/abandoned 1 & 1
	-	1	Privately owned - Publically & Maintained Park
	-	8	Wentworth County Board of Education maintained school grounds - under contract
	-	1	Hamilton Wentworth Regional Police Station grounds maintained
1975	-	148.464	Acres Active Parkland - 11 Parks
	-	3.416	Acres Passive Parkland - 3 Parks
	-	19.9	Acres Recreational Facility Grounds - 3
	-	14.854	Acres Cemeteries - 1 active - 3 abandoned
	-	1	Privately owned - Publically used & maintained Park
	-	9	Wentworth County Board of Education School grounds maintained - Under contract
	-	1	Dundas Town Hall
	-	1	Hamilton Wentworth Regional Police Station grounds maintained
1976	-	152.794	Acres Active Parkland -; 12 Parks
		3.416	Acres Passive Parkland - 3 Parks
		19.9	Acres Recreation Facility Grounds - 3
		14.854	Acres Cemeteries - 1 active - 3 abandoned
		9	Wentworth County Board of Education School Grounds maintained under contract
1977	-	157.794	Acres Active Parkland - 13 Parks
		4.216	Acres Passive Parkland - 4 Parks
		19.9	Acres Recreation Facility Grounds - 3
		14.854	Acres Cemeteries - 1 active - 3 abandoned

Additional responsibilities were given to the Parks Manager after Regionalization in the realignment of responsibilities. Addition of the Cemeteries and the Recreation facility grounds. In 1977 the schools were dropped from our maintenance - too excessive cost to the School Board.



## CORPORATION OF THE TOWN OF DUNDAS

PARKS DEPARTMENT

TOWN HALL, DUNDAS, ONTARIO L9H 2P8

3.
  - (a) Job descriptions are being rewritten and are not available
  - (b) Staff numbers are noted on the accompanying sheets
  - (c) Hourly rates/salaries are also noted on the accompanying sheet
  - (d) There are no volunteers in this department
  - (e) Part-time paid staff are listed as casuals and hourly rates are noted
4. Budgets and auditors statements have been provided
5. Parks services are best delivered at the local level. Citizens input is greatest at this level and legislative decisions affect them. Often, the only times that citizens have input at the Committee level is when they require goods or services. i.e. Pressure tactics. This could not be done as easily during the tenure of the Parks Board.
6. Decisions can be made faster and with more knowledge since the Committee is part of the Council and has an overview of the whole operation.

APPENDIX C.

Township of Flamborough  
Arenas and Recreation Department



MES A. SMITH  
ADMINISTRATOR CLERK  
GORDON STEWART  
EASURER & TAX COLLECTOR



352 DUNDAS ST. W. (HWY 5)  
P.O. BOX 50  
WATERDOWN, ONTARIO  
LOR 2HO  
TEL. (416) 689-7351

January 6th, 1978.

Mr. R. Jaakson,  
83 Van Duesen Blvd.,  
Toronto, Ontario  
M8Z 3G2

Dear Sir:

Enclosed is the information requested at our meeting of December 19th, 1977 regarding the Recreation function in the Township of Flamborough.

This information was compiled by J. R. McColl, Deputy-Clerk.

If you have any further questions please contact Mr. McColl or myself.

Yours truly,

*John R. McColl*  
*for* James A. Smith A.M.C.T.  
Administrator Clerk

JAS:kh

cc Philip Engineering,  
Yates & Yates Barristers  
& Solicitors.

TOWNSHIP OF FLAMBOROUGH

RECREATION BEFORE REGIONALIZATION

Sectition #1

(1)

Beverly

2 Committees of  
2 Councillors &  
5 Citizens  
Sheffield & Rockton  
Mountsbury, Carlisle &  
Community Centres Act  
Flamboro Centre  
Community Centres Act.

East Flamborough

3 Recreation Committees  
2 Councillors &  
5 Citizens  
Freelton, Strabane, Millgrove,  
Bullock's Corners & Valley  
Community Centres Act.

West Flamborough

5 Recreation Committees  
1 Council & 5 Citizens  
on each committee  
Freelton, Strabane, Millgrove,  
Bullock's Corners & Valley  
Community Centres Act.

(b) Above Townships amalgamated January 1, 1974

**TOWNSHIP OF FLAMBOROUGH**  
1 Mayor; 1 Reg. Councillor  
9 Councillors

**ARENA BOARD OF MANAGEMENT**  
1 Mayor; 5 Councillors  
3 Citizens

**North Wentworth Community Centre**

**Carlisle Community Centre**

**RECREATION COMMITTEE**  
1 Mayor; 5 Councillors  
3 Citizens

- 1. Lyndon Troy Recreation Sub-Committee
- 2. Rockton Recreation Sub-Committee
- 3. Sheffield Recreation Sub-Committee
- 4. Freelton Recreation Sub-Committee
- 5. Strabane Recreation Sub-Committee
- 6. Bullock's Corners Recreation Sub-Committee
- 7. Hillgrove Recreation Sub-Committee
- 8. Ward 5 & 6 Recreation Sub-Committee
- 9. Ward 9 Recreation Sub-Committee
- 1 Councillor and  
5 Citizens are on each of the above  
Sub-Committees

QUESTIONS #2A and B - See Schedule 'A'

Since the inception of Regional Government, The Township of Flamborough has built the Beverly Community Centre - 1974 and the Carlisle Outdoor Rink - 1975 -- the latter of which is now under construction, enclosing this facility with a structure and a Community Hall is attached.

This will mean that the Township of Flamborough will have 3 arenas and Community Centres attached since the inception of Regional Government. The reason I say this, is the North Wentworth Community Centre opened to the public in November 1973 and was hardly in operation prior to Regional Government.

The only new park we have acquired is 'Gatesbury Park' which has been added to the list. (see Schedule 'A'.)

Since 1974 a Hockey program and Figure Skating program has been established across the entire Township which did not exist prior to Regional Government, with approximately 1,500 children participating.

A summer day camp program has been established across the Township which existed only in Waterdown and Greensville before Regionalization.

(c) There has been an upgrading of parks and facilities in general due to increased citizen involvement and increased budget approvals.

More adequate facilities such as ball diamonds, tennis courts, (2 double courts, 2 single courts) have increased the activities in our parks and created more playground equipment and leisure areas which did not exist prior to Regional Government but have been developed in many of our parks to-day.

QUESTION #3

The only fulltime Recreation employee prior to Regional Government was the Arena Manager for North Wentworth Community Centre hired in September 1973. He hired 3 seasonal employees and part time help to operate North Wentworth Community Centre from November to December 31st. Cost - less than \$10,000.

To-day we have 2 Arena Managers and 9 shift operators for the three facilities all of which have job descriptions.

Cont'd

SALARY COST

<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>
Approx.			
\$10,000.	\$109,916.	\$153,051.	\$149,600.

All the above salary costs are for the operation of arenas.

We do not have a Recreation Department or a Recreation Director. Co-ordination of the 9 Sub-Committees and other volunteer groups is handled by the Deputy-Clerk, who is secretary of the Arena Board & Recreation Committee.

QUESTION # 4Schedule 'B'TOWNSHIP OF FLAMBOURGH

	<u>1972 Expenditures</u>	<u>1975 Expenditures</u>	<u>1976 Expenditures</u>	<u>1977 Budget</u>
Township of Beverly	\$ 1,339.00			
East Flamborough	40,677.00			
West Flamborough	37,498.00			
Waterdown	<u>26,560.00</u>			
 Gross Expenditures	 \$ 106,074.00	 \$375,413.00	 \$460,090.00	 \$504,300.00
Less Revenue	<u>2,000.00</u>	<u>\$276,703.00</u>	<u>211,418.00</u>	<u>297,200.00</u>
 Net Expenditure	 \$ 104,074.00	 \$ 98,710.00	 \$248,572.00	 \$207,100.00

QUESTION #5At the Local Level -- The Nine Sub-Committees

The Nine Sub-Committees programme, operate and maintain their local park and in some cases a Community Hall in their area as well.

These citizens committees do this work without receiving any compensation for their services. On a small budget from the Township these people through dances, Barbeques and other public events raise money to develop and improve their respective community parks. They also maintain the park, and in many cases to the construction of new and renovation of old facilities.

The Township Service clubs raise large amounts of money for additional facilities:

e.g. Rockton Lions	\$60,000.00 for Arena
Rockton Lions	\$25,000.00 park development
Carlisle Optimist	\$50,000.00 Carlisle Arena

The Hockey Associations raise nearly \$45,000.00 a year to operate the hockey program in the Township. This is not subsidized by the Recreation Committee.

When we look at the Recreation functions in the Township of Flamborough - it is the volunteer citizen who makes it work.

The volunteers save the Township a lot of money and our per capita cost for Recreation, I believe, bears this out.

To move the function of Recreation to the upper tier, we would soon lose this community pride and community spirit and the feeling of 'its ours' - 'it will be what we make it'.

I believe that if this function was at the regional level the rural people would soon adopt the attitude of the urban, 'let someone else do it.' Why should we raise money and put it into the park or hall, when the city people get it all provided?

QUESTION #6

The Township of Flamborough has taken great care to encourage and assist the public to operate the Recreation Program. This encouragement has paid great dividends which can be seen in the upgrading of the Parks and facilities as well as the growth in the programs operating today as compared to pre-regional government day. To disrupt the operation of this function as outlined above would indeed be costly.

Cont'd.

In closing I would like to make comment on the differences in volunteers in a rural and urban area.

Our experience has shown that the more urbanized a community becomes the less community responsibility is recognized, as it relates to the citizen spending time and effort in raising money to provide Recreation programs. Yes there is always the same few, but volunteers seem much harder to get and keep in the urban setting. In Waterdown we have to advertize for volunteers, but in the rural community they call a meeting and there is an overflow crowd.

The changes due to regional government have been good for the Township of Flamborough. People were given the opportunity to receive funding and a chance to improve their neighbourhood. They have picked up this challenge and we have come a long way in the past four years on our recreation facilities and programs.

This is a grass root function and we hope to keep it there.

Questionnaire

وَالْمُؤْمِنُونَ هُمُ الْأَوَّلُونَ مِنْ أَنْفُسِهِمْ وَاللَّهُ يَعْلَمُ  
مَا يَعْمَلُونَ

TABLE





APPENDIX D.

Township of Glanbrook  
Recreation Department





THE CORPORATION OF THE TOWNSHIP OF  
**LANBROOK**

January 5, 1978.

R. Jaakson  
83 Van Dusen Blvd.,  
Toronto, Ontario.

Attention: Myra Schiff

Dear Madam: Re-Questionnaire on Parks & Recreation

3 (a) The main difference since 1972 is the hiring of an Arena Manager and Recreation Director in 1975 who is a graduate of the Centennial College of Applied Arts and Technology - Recreation Course.

Mr. Carl Fama our Arena Manager holds the following certificates:

- Municipal Recreation Directors Permanent B
- Dept. of Labour Refrigeration B
- Effective Supervisory Practices in Municipal Govt.
- Pool Management - Mohawk College
- Pool Management - Sheridan College
- Communications Course - Guelph University

The rest of the Township employees under this department are local people as caretakers for halls and labour to maintain parks, etc. under the Recreation Director's supervision.

3 (b) The number of staff has increased from 2 part time who maintained the parks in the former Binbrook and Glanford Townships during the summer months. Since 1975 when the Arena was built the Arena Manager has several part time help in conjunction with the Arena with 3 to 4 full time helpers.

3 (c) Full time recreation employees work at the labour rate.  
1972 -- \$3.05 to \$3.55 per hour  
1975 -- Arena Manager \$16,400.00  
1977 -- Arena Manager \$19,000.00  
--- \$5.00 per hour labour rate  
--- casual \$2.65 - \$4.00 per hour  
--- some instructors \$5.00 per hour

con't. (2)

(2)

3 (d) The Township has a great deal of volunteer contribution towards the organization of figure skating, broomball, minor hockey, soft-ball, little League, T-ball and soccer.

The volunteer practice has not changed much from 1972-77 except that we now have our own arena which has allowed for the expansion of services locally with some increase in local costs.

3 (e) I have included our part time staff in my answer to 3 (c).

3 (f) The main difference from 1972 to 1977 in function and duties is the employees in parks and recreation are under the direct supervision of the Recreation Director who is responsible to Council through the Recreation Committee. In 1972 all Township employees were directly responsible to Recreation Committees and Council.

4 Please find enclosed Parks & Recreation Budgets as requested and prepared by our Treasurer, Doris Dickenson.

Yours very truly,



CRAIG SWITZER, A.M.C.T.  
Clerk  
encls.

cs/lbt

TOWNSHIP OF BINBROOK  
RECREATIONAL COMMITTEE  
STATEMENT OF RECEIPTS AND DISBURSEMENTS  
FOR THE YEAR ENDED DECEMBER 31ST, 1972

BALANCE IN BANK JANUARY 1ST, 1972.....

RECEIPTS

Grants from Township.....	5,600
	<u>      </u>
	5,600

DISBURSEMENTS

Lawn Maintenance.....	495
Secretary-Treasurer's Honorarium.....	50
Hydro.....	365
Parks and Comfort Station Expense.....	136
Grants -	
Binbrook Memorial Hall Board.....	1,400
Woodburn Centennial Hall Board.....	350
Binbrook Athletic Committee.....	150
Woodburn Athletic Committee.....	200
Binbrook Agricultural Society.....	500
Park Fence purchased on behalf of Binbrook Agricultural Society	1,303
Expenses paid on behalf of Woodburn Centennial Hall -	
Supplies.....	81
Hydro.....	70
Cistern.....	<u>      </u> 589
	<u>      </u>
	5,689

BALANCE IN BANK (OVERDRAFT) DECEMBER 31ST, 1972.....

(89)

TOWNSHIP OF BINBROOK

MEMORIAL HALL BOARD

STATEMENT OF RECEIPTS AND DISBURSEMENTS

FOR THE YEAR ENDED DECEMBER 31ST, 1972

90

BALANCE IN BANK JANUARY 1ST, 1972.....

RECEIPTS

Hall Rentals.....	1,084
Grant from Binbrook Recreational Committee.....	<u>1,400</u>
	2,484

2,574

DISBURSEMENTS

Janitor Services.....	750
Gas.....	487
Supplies.....	166
Repairs and Maintenance.....	280
Secretary's Honorarium.....	50
Grant to Binbrook Little Theatre.....	550
Bank Charges.....	<u>14</u>
	2,297

277

BALANCE IN BANK DECEMBER 31ST, 1972.....

TOWNSHIP OF BINBROOK

BINBROOK ATHLETIC COMMITTEE

STATEMENT OF RECEIPTS AND DISBURSEMENTS

FOR THE YEAR ENDED DECEMBER 31ST, 1972

BALANCE IN BANK JANUARY 1ST, 1972..... 3,704

RECEIPTS

Box and Gate Receipts.....	5,026
Sponsors and Team Donations.....	1,565
Ant from Recreation Committee.....	150
Tournament Receipts.....	344
Turn of Advance from Official.....	100
	<hr/>
	5,185
	<hr/>
	8,889

DISBURSEMENTS

Accident Insurance Premiums.....	99
Team Supplies and Expenses.....	3,703
Entry Fees.....	284
Treasurer's Bond Premiums.....	25
Advance to Official.....	100
Tournament Expenses.....	482
Baseball Diamond Backstop.....	135
Speaker.....	262
Loan Payment to Township of Binbrook.....	500
Honoraria - 1971 and 1972.....	200
undry Expenses.....	38
	<hr/>
	5,828
	<hr/>

BALANCE IN BANK DECEMBER 31ST, 1972..... 3,061

TOWNSHIP OF BINBROOK  
WOODBURN CENTENNIAL HALL  
STATEMENT OF RECEIPTS AND DISBURSEMENTS  
FOR THE YEAR ENDED DECEMBER 31ST, 1972

BALANCE IN BANK JANUARY 1ST, 1972..... 118

RECEIPTS

Rentals.....	932
Grant from Binbrook Recreation Committee.....	350
	<hr/>
	1,282
	<hr/>
	1,400

DISBURSEMENTS

Custodian's Salary.....	805
Gas and Hydro.....	317
Supplies.....	73
Bond Insurance Premium.....	25
Bank Charges.....	12
Repairs and Maintenance.....	22
	<hr/>
	1,254
	<hr/>

BALANCE IN BANK DECEMBER 31ST, 1972..... 146

TOWNSHIP OF BINBROOK

WOODBURN ATHLETIC COMMITTEE

STATEMENT OF RECEIPTS AND DISBURSEMENTS

FOR THE YEAR ENDED DECEMBER 31ST, 1972

BALANCE IN BANK JANUARY 1ST, 1972.....

97

RECEIPTS

Grant - Recreation Committee.....	200
Donations -	
Binbrook T-Ball.....	278
Woodburn Recreation Club.....	573
	<hr/>

1,051

1,148

DISBURSEMENTS

Hydro for Park Lighting.....	74
Rental of Portable Toilets.....	60
Fidelity Bond.....	25
Baseball Diamond Backstop.....	818
	<hr/>
	977

BALANCE IN BANK DECEMBER 31ST, 1972.....

171

TOWNSHIP OF GLANFORD  
GLANFORD COMMUNITY HALL BOARD  
STATEMENT OF REVENUE AND EXPENDITURE  
FOR THE YEAR ENDED DECEMBER 31ST, 1972

REVENUE

Rents.....	6,489
Provincial Grant.....	1,265
Township Grant.....	<u>6,000</u>
	13,754

DISBURSEMENTS

Park -

Caretaking.....	1,450
Tractor.....	1,484
Maintenance.....	796
Playground Supervision.....	<u>839</u>
	4,569

Hall -

Garbage Collection.....	52
Pop Cooler.....	450
Caretaking.....	2,787
Gym Equipment - Ladies' Club.....	101
Repairs and Maintenance.....	3,221
Honorarium.....	200
Supplies.....	679
Sundry.....	26
Bank Charges.....	8
Gym Equipment - Men's Club.....	73
Telephone.....	<u>30</u>

7,626

12,195

SURPLUS FOR THE YEAR.....

1,559

The above expenditures include Repairs  
 & Maintenance of the Township Office  
 and Library as they were one building  
 along with the Community Hall.

Township of Glanbrook:

Recreation budgets:

1975      \$185,381.00

1976      \$289,515.00

1977      \$296,409.00

(1972 budgets for recreation for  
Binbrook and Glanford Townships  
are shown on the preceeding pages.)



APPENDIX E.

City of Hamilton  
Parks Department and  
Recreation Department





## THE CORPORATION OF THE CITY OF HAMILTON

J.E. WATERS  
DIRECTOR

R.C. NUTLEY  
ASSISTANT DIRECTOR

OFFICE OF  
DIRECTOR OF PARKS  
HAMILTON, ONTARIO

50 JACKSON ST. W.  
HAMILTON, ONTARIO L8P 1L4  
TEL. 527-0235

January 6th, 1978

Mr. R. Jaakson,  
(Ecologistics Ltd.),  
83 Van Dusen Blvd.,  
Toronto, Ontario.  
M8Z 3G2.

Dear Sir:

In reply to the questions that you left following your visit on Wednesday, January 4th -

1. Organization/structure/legislation of parks and recreation:

I believe we discussed this very thoroughly that the actual organization of the department and its structure did not change from before Regional Government, but that the legislation enacted following the passing of Bill 155 did change considerably the operation of the Parks administrative system.

2. Description of parks and recreation services and facilities:

I understand from talking to Miss Schimmel that you have received considerable information on this subject and you have no doubt noted that there was no change basically in the service following the introduction of Regional Government.

3. Staff - comparison of before and after Regional Government:

- (a) qualifications and job descriptions: no change
- (b) number: no change
- (c) Cost (salaries): no change
- (d) volunteer contribution: considerable decrease following Regional Government due to change from Parks Board to Committee of Council
- (e) part time paid staff: no change
- (f) functions and duties: little change.

4. Budget: Parks and Recreation (Parks Budget only):

1972 - \$2,096,069 - actual  
1975 - \$2,633,914 - actual  
1976 - \$2,922,494 - actual  
1977 - \$2,983,010 - estimated.

5. Delivery of parks and recreation services:

As discussed at our meeting, I personally believe that park services could be best delivered at a Regional level for the following reasons:

increased efficiency and decreased costs.

6. Time for decision making:

As stated before, the following is not due to Regional Government but due to the change from Parks Board to Committee of Council. Prior to this change almost all decisions would be made within a two week period. Following the change, decisions could take as long as two months. At the present time a further change in the Committee structure has decreased that time to approximately one month for a decision. Delivery of services takes approximately the same time.

Hoping that this is the information that you require.

Yours truly,



R.C. Nutley  
Assistant Director  
HAMILTON PARKS DEPARTMENT

RCN/dcp



THE CORPORATION OF THE CITY OF HAMILTON

OFFICE OF  
DIRECTOR OF RECREATION  
HAMILTON, ONTARIO

*December 8, 1977*

Dear Dr. Jackson:

*I must apologize for the rough format - but this has been a rush job, and my secretarial staff are pre-occupied with meeting deadlines on the Zero-Based Budgetting Program.*

*If you require further information, please advise.*

*A. Schimmel =*

*Director of Recreation*

STAFF SALARIES - Recreation Department ONLY

1972 Not available at this time

1974 - 1,233,136

1975 1,513,123

1976 1,799,793

1977 2,070,170

E stimate

*Staff: Director of Recreation = To Administer Recreation Department*

*Recreation Directors Certification - Permanent A  
University Education - Recreation Administration*

*District Supervisors (3) - To assist Director to administer  
Recreation Department - supervise program supervisory staff  
and facilities - work with community organizations, Community  
Councils, and recreation interest groups.*

*Work with related civic departments e.g. Community Development,  
Planning, etc.*

*Work with private agencies, community organizations, Board of  
Education in co-ordinating municipal and community recreation programs*

*Centres Supervisors (10) To administer recreation programs offered at  
Recreation Centres, and to work with community groups to support  
and promote community interest, action, and participation.*

*Program Organizers - To conduct a variety of recreation programs within  
the Recreation Centres as Listed Above. (15)*

*Arena Managers: To supervise and administer arena programs*

*Winter - skating, ice programs;*

*Summer: Roller skating; minor lacrosse, teens' program*

*Rink/Pool Managers:*

*To supervise winter ice program as above*

*To administer and supervise swimming program in adjacent outdoor  
pools in summer months; and teens' program and minor lacrosse program  
operating on rink surface during summer months.*

*Rink Attendants - To carry out duties relative to ice maintenance*

*Cashiers; Checkers; Casual Help - to assist with above programs- and facilities*

*Summer Staff: 120 Playground & Adventure Camp Leaders; Tennis Instructors;  
Lifeguards; Pool Attendants;*

*Resident Camp Supervisor (Confederation Camp Site)*

**VOLUNTEER CONTRIBUTION:** Community Councils; Neighbourhood Rink Committees;  
Hockey Associations; Ringette Association; Playground Committees; Neighbourhood  
Improvement Committees; Various Sports and Craft Organizations

*(Extensive)*

City of Hamilton

Treasury

DESCRIPTION OF RECREATION SERVICES - Question (2) - Not effected by Regional Government Services expanded as per long range planning.

RECREATION DEPARTMENT

The Recreation Department provides a wide variety of recreational programs and facilities available to all residents in the City of Hamilton. The facilities managed by the department include:

- 10 District Recreation Centres which include year-round pool gymnasium, and other recreational facilities.
- four arenas, one with year-round ice, and four covered rinks providing full range of skating activities as well as a summer teens and lacrosse program.
- three community centres and three field houses, that provide facilities to organized community groups.
- ninety-four neighbourhood playgrounds, providing programs for children during the summer months
- <sup>16</sup> fifteen wading pools, five outdoor pools, 3 teaching pools to provide aquatic activities during the summer months
- seven tennis court locations
- Confederation Park and Tourist Camp providing a large family picnic area and lifeguarded beaches.

The goal of the Recreation Department is to assure adequate opportunity for every man, woman and child in the community to engage in satisfying and constructive recreation activities.

The programs offered include:

- tennis, swimming, roller skating, and day camp during the summer months.
- hockey, basketball, figure skating, volleyball, ringette, swimming, and physical fitness as organized physical activities during the winter months.
- sixteen neighbourhood (walk-to) centres, located in school facilities.
- creative activities such as ballet, woodworking, pottery, guitar, chess, crafts etc.
- almost any activity for which the public expressed interest can be offered by the Recreation Department.

The Recreation Department also works to assist community organizations, agencies and recreation interests in their efforts to provide community recreation programs, and in this connections:

- is responsible for the allotment of sports fields for softball, football and soccer etc.
- the allocation of school facilities, in non-school hours, at a subsidized rental rate
- the organization of Community Councils and neighbourhood rink committees, community tennis clubs etc.

The Recreation Department also works to help provide senior citizens with stimulating activities.

- through the use of the Y.W.C.A. and facilities designated specifically for senior citizens use.
- the direct operation of the Senior Citizens Centre at the Main/Hess Senior Citizens Apartment Complex.
- Monitoring the development and operation of the new Senior Citizens Centre being operated at First Place, and recommending an annual operating grant for its operation.
- Assisting Over 60 Clubs in providing a monthly or bi-monthly program for seniors, and by operating such clubs out of the various recreation centres.

Leadership Development is an integral concern of the department to ensure adequate guidance to all present and future programs. This training includes lifeguards, playlot supervisors, teen leaders, tennis instructors, Adventure Camp Counsellors, hockey and ringette coaches, along with numerous sport associations.

The Recreation Department works extensively with the Board of Education; the Parks Department; and a wide range of community groups and agencies to provide the maximum possible services at the lowest possible cost.

**City of Hamilton:**

**Recreation Department Budgets:**

1972	\$	1,550,630.00	
1974	\$	2,282,434.00	
1975	\$	2,602,652.00	
1976	\$	3,130,825.00	
1977	\$	3,718,390.00	(estimated)

**Parks Department Budgets:**

1972	\$	2,096,069.00
1974	\$	2,126,037.00
1975	\$	2,633,914.00
1976	\$	2,922,494.00
1977	\$	2,904,600.00

1972

CITY COUNCIL

Parks Board:

3 Elected Representatives  
4 Citizens

Recreation Committee

3 Elected Representatives  
4 Citizens  
1 Representative Public  
School Board  
1 Representative Separate  
School Board

Cemetery Board:

3 Elected Citizen Members

Historical Sites:

2 Elected Representatives  
Citizens

1973 - Advent of Regional Government

CITY COUNCIL

Parks & Recreation Committee - 12 Elected Representatives

Cemeteries  
Property Maintenance  
Historical Sites

Parks  
Recreation

Recreation Subcommittee:

6 Elected Representatives  
(from Parks - Rec. Committees)  
(see Above)  
4 Citizens  
1 Rep. Bd. of Education  
1 Rep. Separate School Bd.

Parks Sub-Committee:

6 Elected Representatives  
(from Parks & Rec. Com.  
- see Above)  
4 Citizens

1976-77

CITY COUNCIL

Parks & Recreation Committee  
(Elected Representatives)

Cemeteries  
Property Maintenance

Historical  
Parks

Recreation

Citizens Advisory Committee - Appointed by City Council.



APPENDIX F.

Town of Stoney Creek  
Recreation and Parks Department





# The Town of Stoney Creek

777 Highway No. 8 • Fruitland, Ontario L0R 1L0 • Telephone 643-1281

December 29, 1977

Mr. Reiner Jaakson  
83 VanDusen Blvd.  
Toronto, Ontario  
M8Z 3G2

Re: Hamilton-Wentworth Regional Review

Enclosed is the information requested in your letter of December 16, 1977 from our Recreation and Parks Director, Mrs. S. Hill.

*R.G. Waters/jw*

R.G. Waters, AMCT  
Administrator

RGW/jw  
Encl:

Town of Stoney Creek:

Parks and Recreation Budgets:

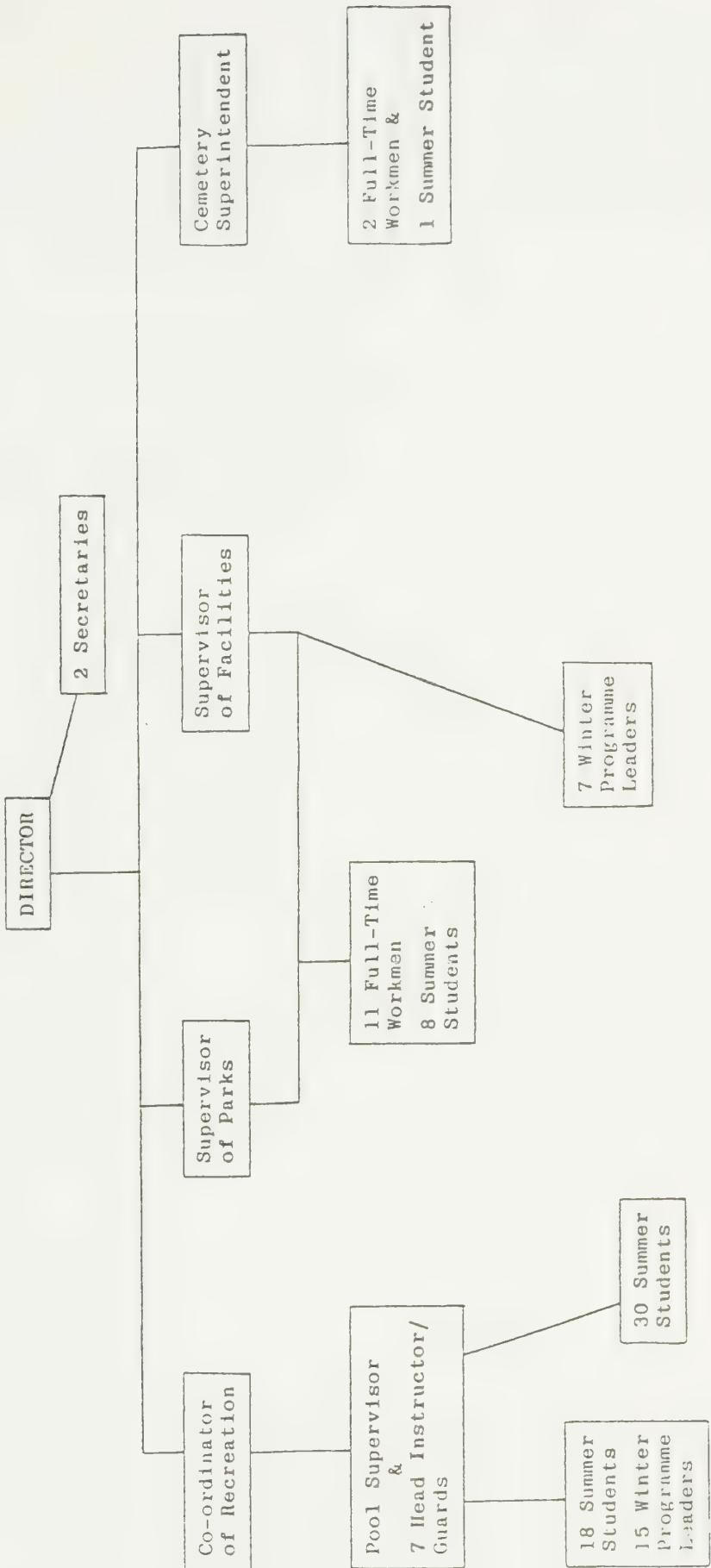
1972: \$ 284,998.00

1975: \$ 611,600.00

1975: \$ 627,900.00

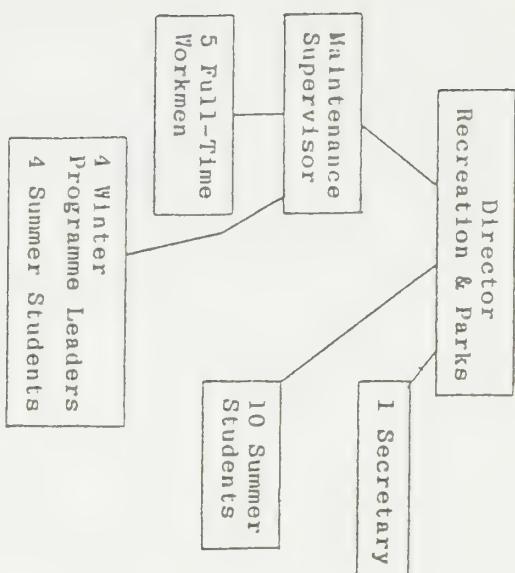
1977: \$ 843,250.00

STRUCTURE OF RECREATION AND  
PARKS DEPARTMENT - 1977

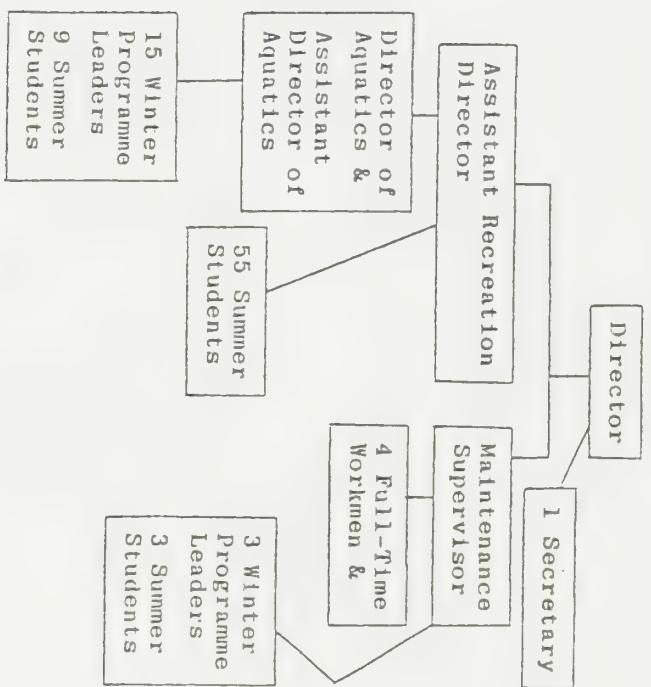


STRUCTURE OF RECREATION AND  
PARKS DEPARTMENT - 1973

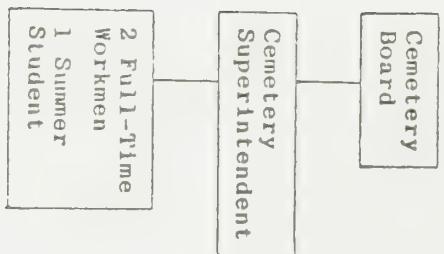
STONEY CREEK



SALTFLEET



CEMETERY BOARD



To: R. Waters

December 27, 1977

From: S. Hill

RE: REGIONAL REVIEW

The following is information requested by Mr. Reiner Jaakson, 83 VanDusen Blvd., Toronto, Ontario M8Z 3G2, in his letter of December 16, 1977.

1. Organization/structure/legislation of parks and recreation:

a) Before regional government

An organizational chart for 1973 is attached. I am unsure of what is required for legislation.

b) After regional government

An organizational chart for 1977 is attached. Again, I am unsure of what is required for legislation.

2. Description of parks and recreation services and facilities:

a) Before regional government

A copy of the brochure for Saltfleet is attached. There is no copy available for Stoney Creek.

b) After regional government

A copy of the brochure is attached.

c) Reasons for change

Only minor changes made. The programmes of both municipalities were combined, making all areas and facilities available to all residents.

The Recreation and Parks Department brochure is now updated and printed twice a year in order to keep community information current.

Minor changes in programmes have taken place after evaluation of existing programmes and community requests.

3. Staff: comparison of before and after regional government, with reference to:

a) qualifications and job descriptions

There were no job descriptions or specified qualifications prior to 1974.

The present job descriptions are attached.

b) number

{ Prior to 1974 the number of full-time employees was 21.  
The present number of full-time employees is 22.

c) cost (salaries)

{ The salary of the Director in 1974 was \$13,300.  
The salary of the Director at present is \$19,067.

The salary of the Director for Stoney Creek was \$13,000 in 1973; for Saltfleet, \$13,800 (approximate) in 1973.

December 27, 1977

## d) volunteer contribution

Before regional government volunteer contribution remained the same.

Volunteer contribution has now increased to include other areas of community interest (ie. baton, gymnastics, rugger).

## e) part-time paid staff

The number of part-time staff has remained the same (2 pool programmes, 2 arena programmes, summer and holiday programmes).

## f) functions and duties

I am unsure as to what is required here.

## 4. Budget: Parks and Recreation budgets for:

	<u>Expenditures</u>	<u>Revenue</u>
1972	not available	not available
1975		
1976	Wayne suggested that we get this information from	
1977	the sheets supplied to Woods-Gordon.	

## 5. Delivery of parks and recreation services:

## a) Parks and recreation services best delivered at the local level:

At the local level, a closer working relationship can be established for individual and small group activities, unique groups (ie. Peach Festival, Flag Day) development of neighborhood parklands and allocation of recreational facilities.

## b) Parks and recreation services best delivered at the regional level:

The services best delivered at the regional level are regional type parklands such as beach development because of a greater financial base.

## 6. Time for decision-making, and time for the delivery of services:

Regional government has had no effect on this.

Also find attached a comparison of recreational facilities within the Town of Stoney Creek as related to population.



S. Hill  
Director of Recreation and Parks

/kj

att.

APPENDIX G.

Hamilton Historical Sub-Committee



HAMILTON HISTORICAL SUB-COMMITTEE

- 1 (a) Committee, responsible to Council through Board of Control. Composed of one Controller, one Alderman and five citizens at large. Appointed after each election for tenure until the next.
  
- (b) We now have a Historical sub Committee which reports through Parks and Recreation Committee to Board of Control, hence to Council. There is a majority of elected members at the sub committee level after which all are elected.  
Tenure, again, is between elections.

Notes: All appointments are made by Council

2. Council, ultimately.

3. No.

4 & 5. Regional government has made no changes, indeed we have no connection with it.

6 & 7. See attached.

8. In only one matter, Hamilton Pump House, has there been consultation and this led to a negative attitude to our approach.
9. One tier government, call it what you will, seems to me the most sensible solution for internal economy and to speed up decisions.  
  
I live in one Region (Niagara) and work in another (Wentworth) so have had a fair chance to compare this scheme under two disparate conditions. I cannot see any advantage gained worth the price we pay. Indeed we need thoughts of decreasing rather than toward increasing from bureaucracy's strength.

HAMILTON HISTORICAL SUB-COMMITTEE

# 6. Sources of Income

1972

Admission fees, Outside Activities Admission, Gift Shop sale of merchan- dise, Restaurant Concession	-	Total = 100,485
City Subsidy (& grants)	-	= <u>103,081</u>
Museum grants \$1-3,000.		= \$103,081

1975

Admission fees, Outside Activities Admission, Gift Shop - sale of merchan- dise, Restaurant Concession	-	Total = 145,796
City Subsidy (& grants)		<u>125,813</u>
		= \$271,609

1976

Admission fees, Outside Activities Admission, Gift Shop - sale of merchan- dise, Restaurant Concession	-	Total = 118,736
City Subsidy (& grants)		<u>193,469</u>
		= \$312,205

1977

Admission fees, Outside Activities Admission, Gift Shop - Sale of merchan- dise, Restaurant Concession	-	Total = 118,530 *
City Subsidy (& grants \$36,000)		<u>188,506</u>
		= \$307,036

\* 1977 - to Dec. 16, 1977, incomplete.

#7. Expenditures

1972 -	Salaries & wages	\$106,472	
Other -	(Supplies, Operating, Maint., Security, Advert. etc.)		= \$203,566.
		\$ 97,094	
<hr/>			
1975 -	Salaries & Wages	\$157,277	
	Other	\$114,332	= \$271,609
<hr/>			
1976 -	Salaries & Wages	\$164,278	
	Other	\$147,927	= \$312,205.
<hr/>			
1977 -	Salaries & Wages	\$178,666	
	Other	\$128,370	= \$307,036
<hr/>			

APPENDIX H.

Hamilton Special Events Committee



HAMILTON SPECIAL EVENTS  
COMMITTEE

REVENUES RECEIVED

1972 - \$115,000.00  
1975 - \$125,000.00  
1976 - \$306,032.00<sup>1.</sup>  
1977 - \$192,840.00<sup>2.</sup>

1. \$132,500 of this was matching funds from Wintario.
2. \$15,000 of this was a Wintario grant.

1977

## SPECIAL EVENTS COMMITTEE

## CALENDAR OF EVENTS

EVENT	CONTACT PERSON	DATE	LOCATION
1. Canadian Amateur Wrestling Championships	Bruce Hall, Westdale School, 522-1387	March 18 - 20	McMaster University
2. Around-the-Bay Road Race	Al MacFarlane P.O. 234, Main P.O.	March 26	Strt.. King & Bay
3. Summer Theatre School	Jane Reid Hamilton Place 525-3100	June - Sept.	Hamilton Place
4. Summer Tours	John Thieme Hamilton Place	June - Sept.	Hamilton Place
5. Mohawk Opera Workshop	Pat. Rolston Mohawk College 389-4461	June 6 - July 16	Mohawk College
6. Hamilton Airshow	Bill McBride Royal Trust 383-5192	June 18 & 19	Hamilton Airport
7. It's Your Day	Digby Banting Folk Arts Council	June 25 & 26	Gage Park
8. Horseshoe Pitching Tournament	Jean Markle 705-1185 Fennell E. 385-1754	June 25 & 26	Gage Park
9. Canadian Equestrian Trials	Bernie Faloney 637-3863	June 26	Ivor Wynne Stadiu
10. Mini Olympics	George Patsios 529-7102 (Y.M.C.A.)	July	
11. Philharmonic	Jacques Druelle	July	

Special Events Committee - Calender of Events

-2-

12. Senior Citizen's Day		July
13. Soap Box Derby & Antique Car Rally	Jaycees	August 7
14. Festival of Friends	Bill Powell 527-3317	August 12,13,14 Gage Park
15. Spec-Molson Golf	Alderman K. Edge 527-0241, Ext 288	September King's Forest Golf Course
16. Indian Thanksgiving	Dorothy Tweedle Indian Centre 527-5677	September
17. Grand Prix Bicycle Race	Claudio Pante Restititalia Co.	October
18. Gage Park Flower Show	Ries Nutley, Pks. Dp. 547-6052	November Gage Park Greenhouses
19. Christmas Celebrations	Ann D Yack 522-3501	November & December Gore Park
20. Santa Claus Parade	Gordon & Lomax 385-3254	December
21. New Year's Eve	G. W. McMillan 527-0241, Ext 394	December 31 City Hall
22. Hamilton Central Market Celebrations Week	Helen Duscha	August Central Market
24. C.B.C. Celebration	Bert Allan	September City Wide
25. May 24th Celebration	Gord McMillan	May 24th Sam Lawrence Park
26. Unspecified Programs	Gord McMillan	
TOTAL	.....	



APPENDIX I.

Canadian Football Hall of Fame Management Committee



This material is not yet available, due to delays in the mail. It will be submitted later as an addendum.



APPENDIX J.

Dundas Public Library



# DUNDAS PUBLIC LIBRARY 18 OGILVIE STREET, DUNDAS, ONTARIO L9H 2S2

## Hamilton-Wentworth Region Review Commission

1. (a) Dundas Library incorporated in 1883 under the Library Act of 1882, before that Mechanics Institute since 1848.

Board of Directors - 3 appointed by Town of Dundas, 3 appointed by Wentworth Board of Education, 2 appointed by Hamilton-Wentworth Separate School Board of Education, Mayor of Dundas - ex-officio and chief librarian as secretary-treasurer of the Board.

(b) No change

2. Dundas Public Library Board and the council of the Town of Dundas.

3. No change

4. Services and facilities have remained the same - No change

5. 9 full-time + 14 part-time persons - total of 17 persons in full-time equivalents. 2 professional librarians on staff + 3 other department heads - No changes.

6. Income mainly from Town of Dundas, provincial grant, anonymous grant, and library generated income i.e. overdue fines, etc.

1972: Total budget: \$163,401.

- Town of Dundas	\$120,000.
- Province of Ont.	15,617.
- Anonymous	15,000.-
- Canada Council	1,700.
- Other Income	11,084.

1975: Total budget: \$273,027.

- Town of Dundas	\$218,520.
- Province of Ont.	33,058.
- Anonymous	15,250.-
- Other	6,199.

1976: Total Budget: \$293,564.

- Town of Dundas	\$230,000.
- Province of Ont.	32,836.
- Anonymous	15,250.-
- Other	15,478.

1977: Total Budget: 318,685. (not audited)

- Town of Dundas	\$249,550.
- Province of Ont.	34,582.
- Anonymous	15,250.-
- Other	19,303.

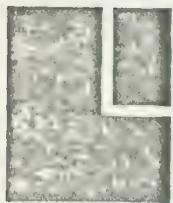
# DUNDAS PUBLIC LIBRARY 18 OGILVIE STREET, DUNDAS, ONTARIO L9H 2S

7. Salaries & Benefits, Materials (books, films, etc.) Operating Costs  
Debenture Costs.
8. No effect on delivery of services; debenture approval for capital costs could be prolonged as Town Council must approve debentures and Regional government must also approve the debentures for the Town.
9. See - Dundas Public Library Board submission.

APPENDIX K.

Hamilton Public Library





January 6, 1978.

Memo to: Myra Schiff, Consultants Ltd.  
From: Mrs. Judith McAnanama, Acting Assistant Chief Librarian,  
Hamilton Public Library.  
Re: Hamilton Wentworth Regional Review Commission

To answer your first three questions, the Hamilton Public Library is a body legally established by the Public Libraries Act and governed by a Library Board. The Library Board is appointed by the City of Hamilton, the Hamilton Board of Education and the Hamilton Wentworth Separate School Board (please find attached the appropriate section of the Public Libraries Act).

The Hamilton Public Library is accountable, financially, to the City of Hamilton as City Council approves our total budget allocation. This organization is also responsible to the citizens of Hamilton through the governing of a citizen Board. The institution of Regional Government has had no effect upon the structure of the Hamilton Public Library or its accountability.

Regarding Questions 4 and 5, please find attached a document entitled "Hamilton Public Library Expansion of Services, 1969 - 1977. Attached as well please find budget information, which will answer your Questions 6 and 7.

Your Question 8 asks "how has regionalization affected your delivery of services in terms of time for decision making and time for service delivery.

The Hamilton Public Library is part of a larger co-operative system called the South Central Regional Library System. This system includes Brant, Hamilton-Wentworth Region and the Regional Municipality of Halton. Co-operative decision making at a level beyond the Hamilton Public Library occurs within the regional confines through the South Central Region's Library Board. Therefore, regionalization has not affected our delivery of services in any way.

Question 9 - you ask for our comments as to the appropriate

arrangements for the Government and the Region. Attached for your information is a brief that the Hamilton Public Library Board prepared for the Hamilton Wentworth Regional Review Commission and I wish to point out that our concern is for integration of library services so that services may be delivered as effectively as possible. We are not commenting upon the appropriateness of one tier or two tier, etc.



Mrs. Judith McAnanama,  
Acting Assistant Chief Librarian.

JMCA:sr

January 6, 1978

## HAMILTON PUBLIC LIBRARY

	1972*	1975*	1976*	1977
<u>ources of Income</u>				
Surplus Prior Years	13,194.	9,093.	3,635.	45,170.
Control Grants & Subsidies				
Municipal Control	1,737,680.	2,746,643.	3,246,650.	3,430,270.
d. & Prov. Subsidy	223,869.	528,413.	530,644.	545,880.
egional Library Syst. (Contr.)	26,776.	40,240.	59,167.	70,680.
	1,988,325.	3,315,296.	3,836,461.	4,112,000.
Misc. Rental of Films	3,992.	7,176.	6,679.	7,350.
Cards & Fines	51,902.	42,296.	46,335.	51,600.
Rental of Pictures	516.	142.	150.	200.
Subscriptions	478.	408.	553.	800.
Sale of Books	2.	2,779.		5,000.
Rental		19,379.	19,379.	19,380.
	56,890.	72,180.	73,096.	84,330.
<u>total Revenues</u>	2,058,409.	3,396,569.	3,913,192.	4,196,330.
<u>penditures</u>				
02 Personnel	1,222,557.	2,193,635.	2,639,540.	2,956,830.
03 Administration	186,944.	286,483.	316,511.	299,120.
04 Maintenance & Building	125,329.	265,407.	283,250.	303,310.
05 Books & Supplies	388,757.	508,258.	511,450.	133,970.
06 Binding & Processing	28,557.	38,488.	38,813.	35,000.
07 Cataloguing	18,113.	66,950.	40,122.	50,000.
08 Motor Vehicle Oper.	6,209.	10,515.	13,584.	7,360.
09 Capital Projects	25,000.	25,000.	25,000.	25,000.
<u>total Expenditures</u>	2,001,466.	3,394,736.	3,868,270.	4,196,330.
<u>Surplus</u>	56,943.	1,833.	44,922.	

\*Indicates Actual Revenues &amp; Expenditures

1977 - Taken from 1978 Budget

## STAFF DISTRIBUTION

continued . . .

AFF DISTRIBUTION - continued

PARTMENT	CLASSIFICATION	NUMBER EMPLOYED
<u>NTRAL LIBRARY (continued)</u>		
<u>ys and Girls</u>	Librarian I	1
	Librarian's Assistant - 8	1
	Public Service Clerk C - 5	1
	Public Service Clerk A - 3	1
<u>terlibrary Loans</u>	Librarian I	1
	Interlibrary Loan Clerk - 5	1
	Interlibrary Loan Clerk - 4	2
<u>dio Visual</u>	Supervisor	1
	Chief Clerk - 7	1
	Technician II - 6	1
	Public Service Clerk B - 4	5
<u>pecial Collections</u>	Librarian III	1
	Librarian I	1
	Librarian's Assistant - 8	1
	Archives Clerk - 6	1
	Public Service Clerk A - 3	1
<u>chnical Services</u>	Librarian IV	1
	Librarian II	2
	Librarian I	4
	Classification 8	1
	Classification 7	2
	Classification 6	2
	Classification 5	10
	Classification 4	4
	Classification 3	4
	Classification 2	4
<u>rton</u>	Librarian III	1
	Librarian's Assistant - 8	1
	Public Service Clerk C - 5	2
	Public Service Clerk A - 3	1
	Custodian - 7	1
<u>cke</u>	Supervisor	1
	Public Service Clerk C - 5	1
	Public Service Clerk B - 4	1
	Cleaner - 1	1*
<u>ton</u>	Librarian II ✓	1
	Librarian's Assistant - 8	1
	Public Service Clerk C - 5	1
	Public Service Clerk A - 3	1

STAFF DISTRIBUTION - continued

<u>DEPARTMENT</u>	<u>CLASSIFICATION</u>	<u>NUMBER EMPLOYED</u>
<u>Kenilworth</u>	Librarian II Librarian's Assistant - 8 Chief Clerk B - 7 Public Service Clerk C - 5 Public Service Clerk A - 3	1 1 2 1 2 2*
	Custodian - 7	1
<u>Mountain</u>	Librarian II Librarian's Assistant - 8 Public Service Clerk C - 5 Public Service Clerk A - 3	1 1 2 2
<u>Extension</u>	Librarian II Librarian I Bookmobile Driver Clerk - 9	1 1 1 1*
	Librarian's Assistant - 8 Public Service Clerk C - 5 Typist Clerk A - 3	2 2 1
<u>Westdale</u>	Librarian II Librarian's Assistant - 8 Chief Clerk B - 7 Public Service Clerk C - 5 Public Service Clerk A - 3 Custodian - 7	1 1 1 1 1 1
<u>Sherwood</u>	Librarian II Librarian's Assistant - 8 Public Service Clerk C - 5 Public Service Clerk A - 3 Cleaner - 1	1 1 2 2 1*
<u>Red Hill</u>	Librarian II Librarian's Assistant - 8 Public Service Clerk C - 5 Public Service Clerk A - 3	1 1 1 2
<u>Terryberry</u>	Librarian III Librarian I Librarian's Assistant - 8 Chief Clerk A - 6 Public Service Clerk C - 5 Public Service Clerk A - 3 - Custodian - 7	1 3 2 1 1 5 2
<u>Area Children's Librarians</u>	Librarian I	3
	Full Time Part Time	208 5
<u>Part Time</u>	TOTAL	213

APPENDIX L.

Wentworth Library



Hamilton-Wentworth Region Review Commission

Information Requested by Myra Schiff

from

The Wentworth Library Board

1. Organization, structure and legislation:

a) before regional government:

a County Library Board, established pursuant to Part IV of the Public Libraries Act (copy attached), comprised of seven members appointed as per Sec. 47 of the Act, and operating a Headquarters and twelve Libraries in the member local municipalities of Ancaster, Beverly, Binbrook, East and West Flamborough, Glanford, Saltfleet and Waterdown; with operating costs paid according to the provisions of Sec. 51 of the Act.

b) after regional government:

A Library Board, established by Order of the Treasurer and Minister of Economics and Intergovernmental Affairs of Ontario (Ontario Regulation 805/73, copy attached) pursuant to Sec. 138 of An Act to Establish the Regional Municipality of Hamilton-Wentworth, comprised of seven members appointed by Regional Council, and operating a Headquarters and fourteen Libraries in the member local municipalities of Ancaster Flamborough, Glanbrook and Stoney Creek; with operating costs shared according to the provisions of a further Ministerial Directive (Ontario Regulation 146/74, copy attached)

2. Accountability:

The Wentworth Library Board is accountable to the Regional Council - at least those eight of its Councillors who represent the local Area Municipalities served by the Board - and, through Regional Council, to the Councils of those local Area Municipalities which are members of the Library System.

3. Change of Accountability:

As indicated, The Library Board has changed from being accountable to the Wentworth County Council to being accountable to the Council of the Regional Municipality of Hamilton-Wentworth.

4. Services and Facilities:

The only major change in facilities of the Library Board which occurred as a direct result of regionalization was the incorporation of the Stoney Creek Library which had formerly been independent.

Other changes in Library facilities which occurred as indirect results of regionalization were the new and/or expanded quarters acquired for the Libraries in Greensville, Rockton and Waterdown by utilizing former Township Halls that had been vacated by abolished municipalities during amalgamation of the former Beverly, West Flamborough and Waterdown local municipalities into Flamborough and for which the latter had no other uses.

For further details of facilities and services, please refer to this Board's Submissions to the Regional Review Commission.

5. Staff:

- a) There have been no substantial changes with respect to qualifications or job descriptions.
- b) The only changes in number have been those occasioned by the growth in number of facilities: ie: the incorporation of the Stoney Creek Library or the opening of the new Freelton Library. One position, Supervisor of Audio-Visual Services, has been created at Headquarters to co-ordinate the rapid growth in use of these services by the public.

- c) Salaries rose by approximately 16% in a one-time initial adjustment to bring those of former County employees, such as the Library staff, onto a par with former City of Hamilton employees within the new framework of both being employees of the Regional Municipality.
- d) There were no volunteer contributions before regionalization, and there have been none subsequently.
- e) The bulk (ie: roughly 95%) of the staffs of the local Libraries are part-time paid staff. Only two are full time. This has not changed to any degree since the County (pre-regionalization) days. The Headquarters staff was and is primarily full-time.
- f) Other than that change described in b) above, the functions and duties of the Library staff - both Local Library and Headquarters - have not changed measurably in any way since regionalization.

6. Sources of Income:

Please refer to attached copies of Budget Revenue Summaries for the years 1972, 1975, 1976 and 1977 for this information.

- 8. Regionalization appears not to have affected the Wentworth Library Board's delivery of service in terms of time for decision-making or time for service delivery in any appreciable way.
- 9. For the Wentworth Library Boards' position with respect to what it feels to be the most appropriate form of government in the Hamilton-Wentworth Region, please refer to the Boards' Submissions to the Regional Review Commission.

January 10, 1978.

Ian Calbick, Secretary,  
The Wentworth Library Board.

WENTWORTH COUNTY LIBRARY

STATEMENT OF REVENUE AND EXPENDITURE

YEAR ENDED DECEMBER 31ST, 1972

Budget  
1972

REVENUE

158,574	County of Wentworth Grant.....	158,574
93,212	Province of Ontario Grant.....	93,212
6,500	Fines and Recovery from Lost Books.....	8,382
400	Projector and Film Rental.....	557
-	Sale of Discarded Books.....	618
-	Donation - Binbrook Women's Centennial Committee..	1,204
-	Sundry Revenue.....	14
2,601	Wentworth County Library - 1971 Surplus.....	2,601
	Transfer from Capital Building Fund Reserve -	
3,000	New Branches.....	3,000
264,287		268,162
264,287	<u>EXPENDITURE PER ATTACHED LIST.....</u>	263,031
	<u>REVENUE IN EXCESS OF EXPENDITURE.....</u>	5,131

LIBRARY BOARD  
STATEMENT OF REVENUE AND EXPENDITURE  
for the year ended December 31, 1975

Hamilton-Wentworth Region

	1975	1974
	\$	\$
ACCUMULATED NET REVENUE (DEFICIT) at the beginning of the year	23,893	3,879
 <u>expenditure</u>		
Salaries		
- salaries and wages - library	269,914	207,958
Fringe benefits	18,994	13,586
	<hr/>	<hr/>
	288,908	221,544
 Materials, supplies and utilities		
- books and other library materials	107,776	99,409
- utilities	3,348	2,846
- other supplies	5,532	5,048
Automotive and travel	2,475	2,149
Furnishings	10,147	9,786
	<hr/>	<hr/>
	129,278	119,238
 Services and rents		
- rents	45,234	43,328
- other (specify)		
audit, advertising and training	2,932	2,721
cleaning and maintenance	5,468	5,466
	<hr/>	<hr/>
	53,634	51,515
 TOTAL OPERATING EXPENDITURE	<hr/>	<hr/>
	471,820	392,297
 Transfers to reserves	<hr/>	<hr/>
	21,697	13,044
 TOTAL EXPENDITURE	<hr/>	<hr/>
	493,517	405,341
 <u>revenue</u>		
Regional contribution	307,250	273,260
Province of Ontario grant	145,500	127,263
South Central Regional grant	560	-
 Other (specify)		
- fines	10,559	9,908
- sales and rental	3,289	2,607
- interest	502	-
- transfers from reserves	12,044	12,317
 TOTAL REVENUE	<hr/>	<hr/>
	479,704	425,355
 ACCUMULATED NET REVENUE (DEFICIT) at the end of the year	<hr/>	<hr/>
	10,180	3,893

LIBRARY BOARD  
STATEMENT OF REVENUE AND EXPENDITURE  
for the year ended December 31, 1976

Hamilton-Wentworth Region

	1976 Budget \$	1976 Actual \$	1975 Actual \$
ACCUMULATED NET REVENUE (DEFICIT) at the beginning of the year	10,085	10,080	23,893
<u>expenditure</u>			
Salaries			
- salaries and wages - library	295,940	295,794	269,914
Fringe benefits	21,950	21,916	18,994
	317,890	317,710	288,908
Materials, supplies and utilities			
- books	104,710	89,658	79,902
- periodicals and newspapers	4,200	3,904	2,422
- non-print materials	26,030	24,239	25,452
- furnishings	3,750	3,419	10,147
- utilities	4,140	3,766	3,348
- other supplies	7,335	5,990	5,532
	150,165	130,976	126,803
Services and rents			
- library board contracts (specify)			
insurance	3,190	3,190	2,550
cleaning and maintenance	4,975	3,678	2,918
- rents	47,790	46,285	45,234
- other (specify)			
automotive and travel	4,650	3,198	2,475
audit, advertising and training	4,390	3,321	2,932
	64,995	59,672	56,109
TOTAL OPERATING EXPENDITURE	533,050	508,358	471,820
Transfers to reserves and reserve funds - books	-	16,052	21,195
Other contingency - vehicle	13,970	-	-
TOTAL EXPENDITURE	547,020	524,410	493,015
<u>revenue</u>			
Regional contribution	352,125	352,125	307,250
Province of Ontario grant	152,000	152,850	145,500
Regional library system contract receipts	-	-	560
Transfer from reserves	20,250	20,957	12,044
Other (specify)			
- fines	10,000	10,345	10,559
- sales and rental	2,560	3,234	3,289
TOTAL REVENUE	536,935	539,511	479,202
ACCUMULATED NET REVENUE (DEFICIT) at the end of the year	-	25,181	10,080





APPENDIX M.

Royal Botanical Gardens



# Royal Botanical Gardens

BOX 399, HAMILTON, CANADA L8N 3H8

## INFORMATION REQUESTED RE HAMILTON-WENTWORTH REGIONAL REVIEW

### 1. Structure and legislation as affected by Regional Government

#### a) Before regional government

Local Government Appointees to R.B.G. Board

3 - appointed from Hamilton Board of Park Management

3 - citizens appointed by Council, City of Hamilton & Mayor ex officio

1 - citizen - appointed by Council, Town of Dundas

1 - citizen - appointed by Council, Township of West Flamborough

1 - citizen - appointed by Council, Town of Burlington

1 - citizen - appointed by Council, Halton County

#### b) After regional government - legislation now being drafted to accommodate changes discussed with local councils providing funding and in consultation with Ontario Ministry of Culture & Recreation provides for Board appointments as follows:

Appointed by Council - Regional Municipality of Hamilton-Wentworth

3 councillors

3 citizen appointees

Appointed by Council - Regional Municipality of Halton

1 citizen or councillor

Appointed by Council, City of Burlington

1 councillor

1 citizen

The above numbers reflect proportion of funding provided.

Other changes in the proposed legislation affect Provincial appointees to the Board, and re-state objectives, but these have nothing to do with the advent of regional government. The legislation is Provincial, giving powers to the Board which are analogous to those of a University Board.

2. The Royal Botanical Gardens is an independent institution, not directly accountable to any authority, but its Board takes the opportunity at least once a year to discuss its aspirations, problems and funding requirements with the councils which provide local support, and with the Ontario Ministry of Culture & Recreation, which assumes responsibility for Province of Ontario support.
3. Since the start of Regional Government in this area, the accountability inherent in the process of securing support has in the Hamilton and County sector, been transferred to Hamilton-Wentworth Region.
4. The services provided by R.B.G. in providing an important extension of local parks for passive recreation, highlighted by internationally famous plant collections, have not been changed. Plant related programmes for the public, for school groups and special courses for specific groups have not been influenced by the change to Regional Government.

5. Staff

R.B.G. staff has not changed as a result of regional government. The fact that neither local funding nor provincial funding has kept pace with inflation, has meant that R.B.G. complement of non-permanent staff has decreased somewhat during the mid 1970's. This however results from general constraints, rather than having any specific origin in regional decisions.

6. Sources of Operating Support

ROYAL BOTANICAL GARDENS OPERATING GRANTS	1972	1975	1976	1977
Hamilton	219,800			
Dundas	4,200			
Wentworth County	18,400			
Hamilton-Wentworth Region	-	386,000	420,000	458,300
Halton County or Region	20,000	24,000	24,000	26,200
Burlington	36,500	66,000	70,995	77,500
Province of Ontario - Ministry of Colleges & Universities	397,400	-	-	-
Ministry of Culture & Recreation	-	560,000	589,500	621,000

## 7. Appropriations

A detailed analysis of appropriations could be prepared, but since it is already published, and since it bears no hint of effect of influence from regionalization, there seems little point in carrying this further. Local funding throughout the 1970's has been used only for operation and maintenance of grounds and buildings - not for services.

## 8. Regionalization re Delivery of Services

The main change in delivery of services has resulted from new funding for Outreach Services from Ministry of Culture and Recreation. Local funding in recent years has made no contribution to programme delivery.

## 9. Single Tier vs Two Tier

The relationship between R.B.G. and the Region is currently only with full Council, hence the present two tier system functions as one tier from the viewpoint of R.B.G.

The Board has discussed this point recently and concluded that it makes no real difference, hence R.B.G. should not express an opinion.

The one benefit which has been felt, is the fact that R.B.G. now makes its request for support to one council, instead of several in the Hamilton-Wentworth jurisdiction.

Submitted by,

  
Leslie Laking  
Director,  
Royal Botanical Gardens.

December 20, 1977.



APPENDIX N.

Hamilton Philharmonic Orchestra



**HAMILTON PHILHARMONIC ORCHESTRA**  
**FINANCIAL STATEMENT**  
**(in \$000's)**

HAMILTON PHILHARMONIC ORCHESTRA

	FINANCIAL STATEMENT (in \$000's)					<u>BUDGET</u>
	<u>ACTUALS</u>	<u>1970-71</u>	<u>1971-72</u>	<u>1972-73</u>	<u>1973-74</u>	
<u>EXPENDITURES</u>	\$	\$	\$	\$	\$	\$
Talent						
Conductor, Musicians, Travel	68	64	156	65	223	66
Guest Artists, Conductors			14	6	28	19
& Orchestras	7	7			30	6
Theatre & Production and						
Equipment & Staging	12	11	25	10	31	9
Publicity & Promotion:						
Brochures, adv't. & program production	7	7	16	7	18	5
Fund Raising:						
Administration:						
Salaries, Rental, Equipment						
Telephone, Postage, Bank Charges	10	9	27	11	35	10
TOTAL FOR YEAR	106	100	239	100	338	100

H.F.O. BOARD MEMBERS

(as of June 1977)

J. James Billckend 31 Beechwood Avenue Milton, Ont. L0R 1K0 (9-1917)	Canadian Imperial Bank of Commerce 526-0170 Ext. 121	
J.C. Fyzen Federated Ave. Waterloo, Ont. N0B 1A0 (5-2715)	3rd Floor Post Building 30 James St. South Hamilton, Ont. H3C 2M2 540-1317	
A.J.P. Ghosh Pineapple Ave. Kitchener, Ont. (5-3353)	Albert Murphy Fund for Education PO BOX 14900 Washington, D.C.	526-1612
John G. Johnson Executive Director 5-17782	32nd Floor, 200 Bloor, Ont. M4S 1A1 519-622-1111	519-622-1111
John K. Kazanjian 6 Donatoli Ave. 5-17782	Calgary Telephone Company P.O. Box 650 Northgate, Ont. N0N 1M2 527-0272	527-0272
Kevin Creek Diana Ave. Galt, Ont. (5-17782)	CRGO Radio 73 Southfield Dr., Waterloo, Ont. N0V 1P6 545-6365	545-6365
Ronnie Marshall 1000 Clark St., Milton, Ont. (2-6262)	1100 10th Street, Mississauga, Ont. L5J 2T2 526-0908	526-0908
John A. Need 1000 Clark Street 5-17782	Orbit 200 37th St. W. Waterloo, Ont. 526-2511 Ext. 2552	526-2511 Ext. 2552
John Johnson Woodstock Ave., Galt, Ont. N0V 1P6 5-17782	543-1550	543-1550
John Johnson Waterloo, Ont. 5-17782	543-1550	543-1550
John M. Oakes 1000 Clark Street Waterloo, Ont. (5-17782)	543-1550	543-1550
John M. Oakes 1000 Clark Street Waterloo, Ont. (5-17782)	543-1550	543-1550

Mr. John W. Diefenbaker  
Prime Minister  
128 Wellington Street

Mr. Michael A. Ignatieff  
University of Toronto  
100 St. George Street

Mr. Jim Flaherty  
Minister of Finance  
128 Wellington Street

Mr. Jim Prentice  
Minister of Justice  
128 Wellington Street

Mr. Peter MacKay  
Minister of National  
Resources

Mr. Tony Clement  
Minister of Industry

Mr. John Baird  
Minister of Foreign Affairs  
128 Wellington Street

Mr. Tony Clement  
Minister of Foreign Affairs  
128 Wellington Street

Mr. John  
Diefenbaker

Mr. Jim Flaherty  
Minister of Finance

- appt. by  
city

Mr. Jim Prentice  
Minister of Justice

- appt. by  
city

#### F.P.C. GOVERNORS

Mr. G.E. Vaughan,  
11 Inglewood St.,  
FREDERICTON, N.B.

547-0341

Charles Norman  
6 Bloorfield Court,  
HALIFAX, N.S.  
(502-5706)

546-0512

cont'd...

Telephone: 211-2716

Business No.

Dibby  
Governor's Road,  
Ottawa, Ontario, K2H 3J7

623-8268

Bissell,  
Clarendon Dr.,  
KING, Ont. L0C 3N3

309-7465

A. H. Burns,  
President's Residence,  
McMaster University (522-9132)

525-9140

J. Carter,  
3 South Drive,  
WENSTON, Ont. L0M 1L6

624-6262

Coppen,  
North Stone Blvd. E.,  
WENSTON, Ont. L0E 1K2

622-6734

Goldsblatt,  
St. James Place,  
KING, Ont. (527-6132)

525-5500

Hamilton (see Board List)

Hopkins,  
Tennant Ave.  
Ottawa, Ontario.

623-8763

Langs,  
Buchanan Blvd.,  
KING, Ont.

308-8251

A. G. McKay,  
Upper Ave.,  
KING, Ont. (526-1331) McMaster University

525-9140

G. Mollier,  
2 Kingsway Blvd.,  
KING, Ont.

634-9763

Nichols,  
14 Incaher Road,  
Ottawa, Ontario K2B 0P6

623-6167

O'Brien,  
32,  
KINGSTON, Ont. K7P 1G2

622-5704

G. T. Price,  
Charlotte Ave.,  
KING, Ont. K7P 1G2

522-2203

Perry, J. V.  
20th St. N.W.  
Edmonton, Alta. (427-7753)

526-9000

Shewman,  
1101 1/2 King St. W.,  
Vancouver, B.C. V6C 1G6

601-5063



APPENDIX O.

Art Gallery of Hamilton



## ART GALLERY OF HAMILTON

## SOURCES OF INCOME

	<u>1972</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>
City of Hamilton	39,000			
Wentworth County	750			
Hamilton-Wentworth Region	-	66,000	70,000	243,900
Ontario Arts Council	14,500	35,000	40,000	57,625
Canada Council	12,000	19,000	42,000 <sup>2.</sup>	30,000
National Museums		26,914 <sup>1.</sup>	120	21,900
Wintario				54,468
	66,250	146,914	152,120	407,893
Membership	27,250	35,386	42,084	60,000
Donations, Miscellaneous	2,811	15,084	34,000 <sup>3.</sup>	28,000
	96,311	197,384	228,124	495,893

1. Funding for a special project

2. Grant for 1 1/2 years

3. Approximately \$19,000 of this is related to administrative costs,  
but was transferred to operating costs, all at one time.



APPENDIX P.

Hamilton Place



HAMILTON PLACE

SOURCES OF REVENUE<sup>1.</sup> (OPERATING BUDGET)

	<u>1972</u>	<u>1973</u>	<u>1976</u>	<u>1977</u>
City of Hamilton	40,000	800,000 <sup>3.</sup>	750,000	925,000
Box Office and Earned Income <sup>2.</sup>		500,000	550,000	575,000

1. Figures approximate
2. Sources of earned income include rental of meeting rooms and proceeds of catering and the bar.
3. Approximately \$160,000 of this was designated for the payment of taxes.



APPENDIX Q.

Canusa Games Committee



CANUSA GAMES COMMITTEE

REVENUES RECEIVED FROM HAMILTON

1972 - \$20,000.00

1975 - \$26,500.00

1976 - \$27,000.00

1977 - \$32,000.00





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